Bundle Academic Partnership Committee Open 17 January 2023

Agenda attachments

ITEM 00 APC Agenda.docx

0	OPENING ITEMS
1	09:30 - Chair's welcome, apologies, and confirmation of quorum
2	Declarations of Interest
3	Minutes of last meeting
	ITEM 03 UNCONFIRMED APC MINUTES OCT 2022.doc
4	Action Log
	to inlcude a paper from Chris Evans re action 46/22
	ACTION LOG.docx
	ITEM 04.1 ACTION 4622 PUBLIC PRIVATE ACADEMIC PARTNERSHIP REVIEW.docx
4.1	ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION
5	09:45 - University Trust Status update and proposal for Task & Finish Group - PRESENTATION (TM/EH)
	Item 05 UTS update and TFG proposal.pptx
6	09:55 - Committee Effectiveness Review and Annual Report (TM)
	ITEM 06 SBAR ON COMMITTEE EFFECTIVENESS 22-23.docx
	ITEM 06.1 APC SURVEY 2022-23 - COLLATED RESULTS.pptx
	ITEM 06.2 APC COMMITTEE ANNUAL RETURN 2022-23.docx
	ITEM 06.3 APC TORs v2.1 22-23.docx
7	10:15 - UTS Priorities 2023-26 (contained in IMTP) - PRESENTATION (EH/AC)
7.1	CONSENT ITEMS
8	10:35 - Highlight report from October meeting
	ITEM 08 HIGHLIGHT REPORT OCT MEETING FOR NOVEMBER 22 TB.docx
8.1	CLOSING ITEMS
9	10:37 - Summary of actions and decisions made
10	Key messages for Board
11	Learning from the meeting ; ideas and feedback welcomed
12	Any other business
13	Date and time of next meeting

MEETING OF THE ACADEMIC PARTNERSHIP COMMITTEE
Held in public on 17 January 2023 from 09.30
Meeting held via Teams

AGENDA

No.	Agenda Item	Purpose	Lead	Format	Time
OPENING ITEMS					
1.	Chair's welcome, apologies, and confirmation of quorum	Information	Hannah Rowan	Verbal	15 mins
2.	Declarations of interest	Information	Hannah Rowan	Verbal	
3.	Minutes of last meeting	Approval	Hannah Rowan	Paper	
4.	Action log – to include a paper for action 46/22	Review	Hannah Rowan/Chris Evans	Paper	
ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION					
5.	University Trust Status update and proposal for Task & Finish Group	Approval	Trish Mills	Presentation	10 mins
6.	Committee Effectiveness Review and Annual Report	Approval	Trish Mills	Paper	20 mins
7.	UTS Priorities 2023 - 26(contained in IMTP)	Discussion	Estelle Hitchon/Alex Crawford	Presentation	20 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.					
8.	Highlight report from October meeting.	Information	Trish Mills	Paper	2 mins
CLOSING ITEMS					
9.	Summary of actions and decisions made	Discussion	Hannah Rowan	Verbal	15 mins
10.	Key messages for the Board	Discussion		Verbal	
11.	Any learning from the meeting to share; ideas and feedback welcomed	Discussion		Verbal	
12.	Any other business	Discussion		Verbal	
13.	Date and time of next meeting – 25 April 2023	Information		Verbal	

Lead Presenters

Name	Position
Mrs Trish Mills	Board Secretary
Ms Estelle Hitchon	Director of Partnerships and Engagement
Mrs Hannah Rowan	Non-Executive Director and Committee Chair
Mr Chris Evans	Research Innovation and Improvement Lead

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 25 OCTOBER 2022 VIA TEAMS

MEMBERS :

Kevin Davies	Non Executive Director and Chair
Hannah Rowan	Non-Executive Director

IN ATTENDANCE :

Chris Evans	Research Innovation and Improvement Lead
Estelle Hitchon	Director of Partnerships and Engagement
Jo Kelso	Head of Workforce Education & Development
Angela Lewis	Director of Workforce and OD
Mark Marsden	Trade Union Partner (1)
Trish Mills	Board Secretary
Caroline Jones	Corporate Governance Officer
Duncan Robertson	Interim Assistant Director of Research, Audit & Service Improvement
Keith Rogers	TU Partner (2)
Andy Swinburn	Director of Paramedicine

APOLOGIES:

Paul Hollard	Non-Executive Director
Jonathan Turnbull-Ross	Assistant Director of Quality Governance
Martin Turner	Non-Executive Director

43/22   WELCOME AND INTRODUCTION

The Chair welcomed everyone to the meeting, noting that this was the first meeting for Angie Lewis, Director of Workforce and OD.

44/22   DECLARATIONS OF INTEREST

The standing declarations of interest of Professor Kevin Davies were recorded. Hannah Rowan declared her position as a Non-Executive Board Member of Qualification Wales.

45/22   MINUTES OF THE LAST MEETING

The minutes of the meeting held on 19 July 2022 were approved as a correct record.

46/22   ACTION LOG

39/22a –Director of Partnerships and Engagement Update - progress the approach to universities to secure a representative for the Committee.
The Committee agreed that the discussion which would be taking place in private session would be reported back to the next open session and therefore the action was closed.

39/22b - Director of Partnerships and Engagement Update - A mapping exercise of the engagement interfaces be brought to the next meeting.
This is listed as an agenda item, therefore the action was closed.

39/22c - Director of Partnerships and Engagement Update - A mid-year review of progress against the 3 priorities as set out within the university status application be worked up to go to TB in September for sign off prior to submission to WG.
This is listed as an agenda item for discussion, therefore the action was closed.

39c/22 – Director of Partnerships and Engagement Update - TU Partners to relay to colleagues the opportunities that University status/partnerships would bring to ensure all staff felt included.
TU Partner (1) confirmed that the staff he had spoken with were currently keeping an open mind and in general thought it was a good idea as long as opportunities were available to everyone and not just a few.
TU Partner (2) reported he had not yet approached anyone and therefore did not have any feedback to add, however he would take the action forward and report back to Committee.

40/22a – Digital Opportunities - The Director of P&E ask a member of the WIIN team to contact Great Ormond Street to look at learning
The Assistant Director of Quality Governance was making contact and would report the findings back in due course. The Research Innovation and Improvement Lead agreed to document some key academic collaborative frameworks, visit a few sites and report back.

40/22b – Digital Opportunities - The Interim Director of Digital liaise with the Board Secretary around a Board Development session around digital opportunities.
The Board Secretary confirmed that a development session for January or February was being explored. The item was closed.

RESOLVED: That
1) Trade Union Partner (2) to relay to colleagues the opportunities that university status/partnerships would bring to all staff: and

2) the Assistant Director of Quality Governance would report the outcome of his findings in due course, with the Research Innovation and Improvement Lead agreeing to document some key academic collaborative frameworks, visit a few sites and report back.

47/22   CYCLE OF BUSINESS

The Board Secretary began by confirming this was the last step in the process of the effectiveness review for the last year, prior to the process commencing again shortly in less detail.

It was recognised by members that this committee was on a maturing journey noting its various elements; scrutiny, partnering and inquisitorial elements as opposed to pure oversight other committee's had.

The Board Secretary explained that the cycle of business was created by using the terms of reference for the business which would be coming forward on a continuous basis and taking the opportunity to include any comments throughout the year. She went on to explain the colour coding for those not familiar with the style. Members noted the governance items such as the annual report and reviews which were standard.

The Board Secretary confirmed that the Committee would be overseeing the university trust status (UTS), initial application, renewals and compliance reporting. The priorities of the UTS were included within the integrated medium term plan (IMTP) with the view that the IMTP was the delivery of the strategy. The Finance and Performance Committee monitored the IMTP with exception reporting on those priorities or a deep dive referral coming through to this committee.

Whilst it was recognised that there were currently no sub groups reporting into this committee, it was agreed that there could be some in the future if required.

The Committee agreed to focus on the existing priorities to appreciate how each one progressed and to realise the outcomes.

RESOLVED: That the cycle of business was approved.

48/22 MID YEAR REVIEW

The Director of Partnerships and Engagement provided some background on the presentation given to Welsh Government (WG). For those organisations that had already been awarded university trust status (UTS), Welsh Government for the first time had asked to be provided with a mid-year review. Whilst it was recognised the Trust did not formally have that designation, it was welcomed that the Trust had been asked to provide an update in line with other Health Boards.

The presentation was made to WG and the Director of Partnerships and Engagement thanked those involved both in creating the slides as well as those people doing the work. The feeling was that the presentation was well received. Positive feedback was received in terms of the Trust's depth and breadth of innovation and applied research elements, while it was noted the formal feedback would highlight the need to focus on the evaluation of the research impact more closely, whilst ensuring that the experience of the people the Trust serves was also recognised.

The governance matters were still to be concluded and dates were being sought for a discussion with WG in order to map a way forward.

The Head of Workforce Education & Development indicated that when initially building the case for WAST to aspire for University Status and deliver the vision of the Trust to become a learning organisation for all staff, existing University Trusts regretted not broadening the scope of their status to include all staff; they tended to focus on their clinical registrant workforce, not wider corporate and non registrant roles. WG recognised the Trust was

different and that its impact was not just beneficial to WAST but also to the wider health service across Wales. Thought was now being given as to how the qualitative measures could be captured and not just quantative that added value.

The Interim Assistant Director of Research, Audit & Service Improvement gave examples of our current approach to evaluation and impact to some of the ongoing projects, explaining that the evaluation framework was very much part of the process.

The Board Secretary made reference to the appropriateness of the Committee to monitor the research governance framework and its complexities, which was currently within the Quality Committee which may be reviewed as part of the upcoming committee effectiveness review process.

RESOLVED: That
1) the formal feedback from the mid-year WG review was awaited; and

2) the upcoming committee effectiveness review look at the possibility of including research governance within its remit.

49/22   MAPPING ENGAGEMENT

The Director of Partnerships and Engagement confirmed the paper presented looked at areas that the Trust was engaged with academia and in both commercial and industrial spaces, recognising the need to look at the benefits offered in driving the organisation forward.

The huge amount of work ongoing needed to be aligned to the organisation's priorities, celebrated and recognised by the Board.

The Director of Partnerships and Engagement went on to say that the Executive Team needed to review portfolio and organisational alignment in order to support staff who were working in these spaces across directorates, looking at how best operational staff could be supported in balancing the pressures faced by the Trust, whilst continuing their research which will be needed as part of the Trust's transformational journey.

The Chair spoke of being a clinically led organisation however wanted to ensure areas such as workforce, digital, finance etc, were also included.

The Interim Assistant Director of Research, Audit & Service Improvement outlined the fact it took seven years to become a research leader. He went on to explain that appropriate funding was key to enabling staff to consider exploring the opportunities of research.

Non-Executive Director, Hannah Rowan, queried how the research pathway was encouraged with new staff and was assured that staff are encouraged to ensure their decisions can be backed up with evidence and that the Trust undertakes its own quality assurance internally. Research is discussed with staff on their trainee EMT programme.

The Head of Workforce Education & Development confirmed that vocational education alongside academic education was respected, to ensure the Trust was able to maximise the potential of all staff.

The Director of Partnerships and Engagement agreed to discuss outside the meeting, with other Board colleagues, on how best to engage with Executives for them to be sighted and for messages to be cascaded via directorates, looking at how best to resolve some of the issues such as releasing, supporting and encouraging staff.

It was agreed an update would come to a future meeting noting the fact that the Trust was about to be entering the winter period which brought about upcoming challenges.

RESOLVED: That a discussion of Board members present at the meeting would be taken off line to discuss how best to engage other Executive colleagues in looking at the challenges faced, with a report brought back to a future meeting of the Committee.

50/22   CONSENT ITEMS

The Committee noted the steady progress being made.

51/22   KEY MESSAGES FOR BOARD

1) Cycle of Business.
2) UTS application.
3) Mapping of engagement interfaces.
4) Last meeting for Prof Kevin Davies and first for Angie Lewis.
5) Mid-year progress update against UTS priorities for WG.
6) Committee priorities.

52/22   ANY OTHER BUSINESS

The Director of Partnerships and Engagement highlighted that this was the last meeting of this Committee for the Chair, as his term was coming to an end. She thanked him for his contribution to the Committee and also for the personal support to herself.

53/22   DATE OF NEXT MEETING:

17 January 2023

Ref	Date	Agenda Item	Action Note	Responsible	Due Date	Progress/Comment	Status
05/22	8 March 2022	UTS Update	The Director of Partnerships and Engagement to write a letter to WG to formalise the Trust's position relating to a Non Executive Director being solely aligned to one university in Wales which was not the case for WAST	EH	19 July 2022	Update April 22: WG contact briefed with letter to follow up. Advised verbally that given the legislative requirements, confirmation of UTS may take some time.	Complete
39/22c	19 July 2022	Director of Partnerships and Engagement Update	TU Partners to relay to colleagues the opportunities that University status/partnerships would bring to ensure all staff felt included.	Keith Rogers	17 January 2023	Verbal update to be provided at October meeting. October meeting - Feedback provided from TU Partner (1) and included in October minutes TU Partner (2) to relay infomration to staff and feedback **Update for January 2023 meeting** -	Open
40/22a	19 July 2022	Digital Opportunites	The Director of P&E ask a member of the WIIN team to contact Great Ormond Street to look at learning	Estelle Hitchon	17 January 2023	Update for October meeting - Contact being made via Assistant Director of Quality Governance who will report back with findings in due course. **Update for January 2023 meeting** -	Open
46/22	26 October 2022	Action Log Digital Opportunites re Great Ormond Street	The Research Innovation and Improvement Lead agreed to document some key academic collaborative frameworks, visit a few sites and report back	Chris Evans	17 January 2023	The action arose from the discussion at the last meeting in relation to 40/22a **Update for January 2023 meeting -** Chris Evans will report back at the meeting	Open
49/22	26 October 2022	Mapping Engagement	The Director of P&E discuss with Board Secretary and Director of Paramedicine, how best to engage with Executives for messaging to be cascaded via directorates to reach all staff and also review portfolio and organisational alignment.	Estelle Hitchon	1 April 2023		Not Due

Welsh Ambulance Services NHS Trust
Academic Partnership Review
WAST Context - 2022

Background

Securing the coveted and protected 'university' status will position WAST at the forefront of developments in evidence-based urgent and emergency care and its translation from concept to practice/market. Further cementing our reputation as important national research and education resource (the foundations for good clinical practice), WAST will be supported in cultivating a culture of excellence and high-quality care - strengthening the future workforce and stimulating innovation opportunities.

Whilst numerous iterations of public-private, public-academic etc. models exist within the public-private-academic partnership space, this brief overview will be limited to the Great Ormond Street Hospital (GOSH) context in the first instance (with a view to aggregating supplementary data in the coming months).

GOSH model

The Great Ormond Street Hospital fosters an innovation culture through its Data Research, Innovation and Virtual Environments (DRIVE) unit. Employing a hybrid hub and spoke organisation design, the innovation anchor establishment (hub) is complemented by the R&D research hub, and secondary academic and industry establishments (spokes) offering specialist service arrays.

Three principles underpin this approach: developing and scaling data driven technologies; harnessing collective expertise through external academic and industry partner collaborations; and stakeholder engagement.

The **innovation hub** (1) is a key mechanism designed to lever transformational change through knowledge capture, synthesis, evaluation, and mobilisation. Working with stakeholders on critical problem areas/ideas (e.g., WiiN), and with academia and **industry partners** spokes by coordinating tailored solutions and early-stage proof-of-concept testing. The *UCL Business* spoke identifies commercial developments with capital and revenue potential, advises on intellectual property, business plans, regulatory compliance, and negotiating commercial terms and contracts.

The **R&D hub** (2) ensures best practice and guidance on data management, statistical support, project registration, clinical trial management, research governance, and funding capture. The *digital* research spoke promotes a collaborative environment, bringing together data and expertise to enhance service delivery - using bespoke digital platforms that accelerate aggregation and analysis of multiple data points to support formal (national and international) studies according to priority themes. The *UCLPartners* spoke connects with **Higher Education Institute** members, delivering sustainable research and formal academic programmes. Building workforce skills and knowledge (e.g., studentships and clinical academics) and aligning academic and clinical skillsets, UCLPartners drives operationally meaningful and pioneering research, according to local and organisational need; to wit, academics and health professionals working collaboratively with commissioners, patient groups, community care, primary care, third sector and government on a portfolio of programmes. Further service specific and 'patient pathway' HEI spokes complete the GOSH holistic research network.

Opportunities

For the WAST context, several opportunities present for fostering academic partnerships, including Intensive Learning Academies that promote value-driven innovation. In addition to the variety of educational courses, Bangor, Swansea, and the University of South Wales offer research and consultancy services to support strategic planning. Wider opportunities for cultivating relationships with UK and global academic institutions are limited only by our strategic ambitions and evolving organisational needs.

Notwithstanding our formidable improvement, research, and audit contributions to date, WAST would benefit from wider service evaluation workstreams to better understand and support future activity and scale-up. Our capacity and capability in this endeavour would be greatly strengthened through academic collaboration, aligned with our long and medium-term planning would provide academic rigour and an evidence-based platform to springboard our transformation agenda.

Options

The GOSH model above sets the bar with its wrap-around, holistic, and sustainable infrastructure. In the short-term, to ensure *meaningful* research and improvement activity that impacts practice, WAST has the option of setting dissertation/thesis parameters, whilst supervising and teaching undergraduate and postgraduate placements to ensure strategic 'fit'. This approach would widen our research capacity and, depending on degree level (BSc, MSc, PhD), could lay the groundwork for continuous service improvements.

From a project testing and evaluation standpoint (pre and post intervention), funding streams e.g., Knowledge Economy Skills Scholarships (KESS), could be secured for one year MSc projects with a university partner for rapid delivery of feasibility/pilot /proof-of-concept work; with further 'bolt-on' funding for project scale and spread. Further, increasing innovation capacity and capability through academic rotations, could connect clinicians with embedded academic researchers, creating a responsive and agile clinical academic model. Alternatively, co-funding and joint supervision of a Researcher-in-Residence would, in the longer-term, enhance continuity and the local context by enabling progression through the project life-course, according to implementation setting. This model favours the PhD studentship or post-doctoral researcher/fellow and would support their academic career progression, and the University partner, through the Research Excellence Framework (REF) and future grant funding applications.

Next steps

Whilst the GOSH model is ambitious, it does provide a clear, aspirational framework but, whichever model is ultimately employed, it is anticipated that honorary positions will inevitably result, and these could be developed. As could a mapping exercise to capture academic assets and a distribution list to bolster our strategic planning - laying the foundation for subsequent partnership discussions/negotiations.

Multiple avenues for strengthening our relationship with academia could be considered e.g.,

- ➢ Advertise/market our offer to Universities;
- ➢ Understand our needs and design courses to match;
- ➢ Develop academic hack for 'match-making' solutions;
- ➢ Trial and grow a small 'hot topic' academic partnership;
- ➢ Diverge with non-health related sectors;
- ➢ Plug-in to existing academic networks;
- ➢ Position WAST as site of choice for testing and prototyping.

University Trust Status Task and Finish Group

Academic Partnerships Committee
17 January 2023

University Trust Status

Welsh Government has confirmed that the Trust must appoint a University Non-Executive Director to the Board to secure University Trust Status (UTS).

The timeframe in which to do that is at the next natural vacancy on the Board which is April 2024.

It is recommended that a task and finish group be established, reporting to this Committee, to develop a programme of work to meet this deadline.   The work plan will include:

- Strategic approach to attract candidates to align to WAST's long term strategy, for consideration by the Committee
- Proactively plan for management of conflicts of interest
- Logistics related to change of name and brand
- Alignment to the legislative docket in Welsh Government to change our Establishment Order

The Committee's views on membership of the task and finish group are sought.

Terms of reference, work plan and membership will be presented to the next Committee meeting.

AGENDA ITEM No	
OPEN or CLOSED	OPEN
No of ANNEXES ATTACHED	

COMMITTEE EFFECTIVENESS REVIEW 2022/23

MEETING	Academic Partnerships Committee
DATE	17 January 2022
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).

4. Changes in operating arrangements are proposed in this report as a result of responses received to questionnaires.   The cycle of business approved in 2022 will be further developed in 2023 with the view that this will more objectively demonstrate effectiveness through the adherence to the Committee's core duties.

RECOMMENDATION: The Committee is requested to:

(a) Review and approve changes to Terms of Reference at Annex 3;
(b) Confirm the proposed changes to operating arrangements in response to issues raised in questionnaires;
(c) Set priorities for the Committee for 2022/23; and
(d) Approve the annual report at Annex 2.

REPORT APPROVAL ROUTE

Executive Management Team notified of proposed changes by email 4 January 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 2022/23

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 adopt 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 2022/23 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. It was agreed for 2022/23 to adopt the same questionnaires across all Committees (except for Audit Committee which has a separate questionnaire) to provide a baseline for future reviews.
Stage 2: Evaluation Process	• Questionnaires are issued to Committee members and core attendees as set out in the Terms of Reference. • 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 20 April 2023 and then to the Trust Board together with the Committee's annual report on 25 May 2023.

ASSESSMENT

4.   The Committee Chair (both current and previous) and Executive Lead met with the Corporate Governance team for stage 2 on 5ᵗʰ December 2022.   Responses to the questionnaires were collated and reviewed and they are attached at Annex 1.   The questionnaires sent to members and attendees provided an opportunity to gauge opinion on areas of good practice and areas that require improvement. Thirteen questionnaires were sent out with 9 responses being returned (a 69% return rate).

5.   Respondents were asked 27 questions and were encouraged to provide free text answers to explain their choices. Changes proposed as a result of the responses are set out below

Theme	Proposed Changes to Operating Arrangements
Theme 1: Committee Focus	• Consider a transfer from QUEST of the research governance framework and oversight of its implementation in accordance with the Welsh Government Research Governance Framework for Health and Social Care. • Clarity on purpose and focus and communication to the wider organisation on this
Theme 2: Committee Engagement	• Board visits aligned to the new standard operating procedure for such visits to include members visiting the Swansea training centre, WIIN teams, and the research and innovation teams
Theme 3: Committee Team Working	• Broaden agenda outside of UTS more frequently • Ensure risks related to research and innovation are on risk registers • Research and innovation membership strengthened • Establishment of a task and finish group to plan the next steps for UTS and academic partner
Theme 4: Committee Effectiveness	• Consideration for a period of reflection at the end of each meeting to take the shape of a summary of actions and decisions, and an invitation to members to give feedback on the meeting any learning/continuous improvement to take forward. • Include all membership in the distribution of the AAA report and include in meeting pack consent items • Templates for papers and training/guidance being developed in 2023-24

6.   The Terms of Reference were reviewed to ensure all matters within the remit of the Committee were clear and that these were articulated with the strategic, oversight and scrutiny role of the Committee in mind.   The proposed amendments to the Terms of Reference are attached at Annex 3 in a tracked changes version.

7.   Key changes include:

(a) Inclusion in duties to approve the research governance framework and oversee its implementation in accordance with the Welsh Government Research Governance Framework for Health and Social Care.

(b) Membership extended to the Head of Workforce Education and Development, the Assistant Director of Research and Innovation when that post is filled, and membership from the Innovation Team.

8. The Committee met four times during 2022/23 as scheduled and was quorate on each occasion. The Committee's Annual Report at Annex 2 illustrates that attendance could be improved and the Board Secretariat standard operating procedure for future meetings will include a step to confirm attendance and seek deputies where invites are declined. The Annual Report details the work carried out by the Committee during the year.

9. 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 new issues it is adopting in its Terms of Reference; focus on areas it may not have addressed recently due to the pandemic; 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) Task and Finish Group to be established to scope out the next 12 months to UTS (including partners, any reciprocal arrangements, conflicts, name change, legislative docket)

(b) Focus on the research governance framework, which is a new area of oversight for the committee

10. The Committee has approved its cycle of business but this will be further developed in 2023/24 to allow the committee to track adherence to the cycle and more objectively demonstrates its effectiveness in adhering to its Terms of Reference.

RECOMMENDATION

11. **The Committee is requested to:**

(a) **Review and approve changes to Terms of Reference at Annex 3;**
(b) **Confirm the proposed changes to operating arrangements in response to issues raised in questionnaires;**
(c) **Set priorities for the Committee for 2022/23; and**
(d) **Approve the annual report at Annex 2.**

<u>Next Steps</u>

12. Establish task and finish group

13. Ensure changes to operating arrangements agreed at ==paragraph 5== are cycled into work programme for review in 2023/24

APC Effectiveness Review Survey Results

Academic Partnerships Committee
17 January 2023
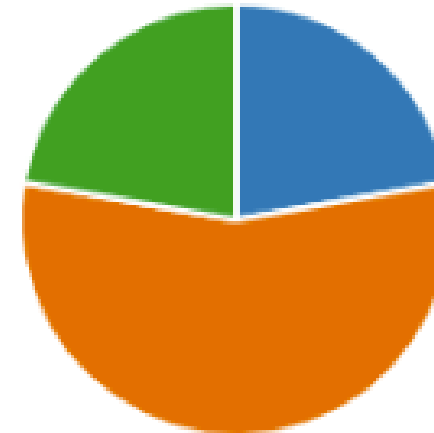
APC Annual Effectiveness Review

Survey Respondents included NEDs, management members, TU partners and Committee Governance Officer)

13 surveys sent, with 9 returned

This presentation sets out the results of the survey 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	2
🟠	Management Member	5
🟢	TU Partner (s)	2
🔴	Other	0

Theme 1: Committee Focus

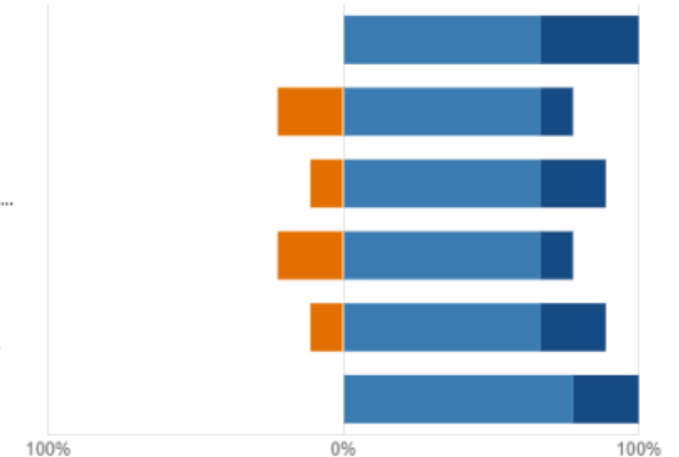1. The Committee has set its priorities for the year:

2. The Committee has made a conscious decision about the information it would like to receive:

3. Committee members contribute regularly to the issues discussed, providing real and genuine challen...

4. The Committee is aware of the key sources of assurance and who provides them:

5. Equal prominence is given to all key areas of the Committee's remit, and this is reflected in meeting...

6. The Committee's remit is appropriate and manageable:

100%   0%   100%

Remit

Q4-6: Consideration should be given to the **research governance elements** that QUEST currently holds coming over to this Committee.

It seemed to me at my first meeting that this board was potentially **still finding its way in terms of focus and accountability**. However, I appreciate this may not be the case.

Q4: **Key sources of assurance are not yet clear through the ToR**, but this will change as the group develops and matures.
Overall, the **Committee Focus appears strong**, but confusion in the wider organisation as to **whether its remit includes non-academic innovation/partnerships** should be considered.

Information

Q2: Not all sources of information in this field are brought to the meeting - **sometimes more of a discussion group** than receiving assurance.

As a relatively new member, it's hard to know if my impressions are accurate or not. However, my sense is that there **isn't a clear consensus around which information we should receive** and I would say that the level of challenge is fairly low. **It feels more like "rubber stamping" decisions already made**.

Probably **work to do in how we theme agendas** and ensure that **diversity** is reflected in agenda and that there is greater contribution in setting that agenda, **with committee members being clear about what they want to know more about**.

Maturity

Overall comment: The committee is conscious that it is somewhat different to other committees and **is on a journey** that is set both internally and externally.

We're still on that **maturity journey**, which is why things are not yet quite "there". Getting more contributions from members and organisational buy-in to **reflect the diversity of the agenda** will be a focus for the next financial year, I think.

Q4-6: As the remit of the committee matures and the **cycle of business embeds** this will become clearer.

Welsh Ambulance Services NHS Trust

Theme 1: Potential Changes to Consider

Consider a transfer from QUEST of the research governance framework and oversight of its implementation in accordance with the Welsh Government Research Governance Framework for Health and Social Care.

Clarity on purpose and focus and communication to the wider organisation on this

*The 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)*
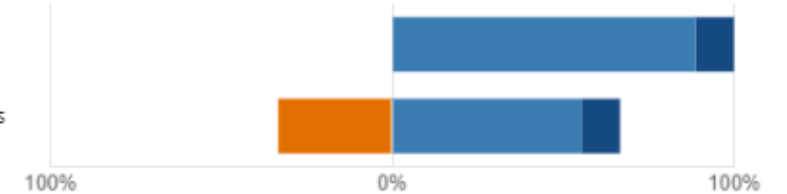
Theme 2: Committee Engagement

Strongly Disagree Disagree Agree Strongly Agree

7. The Committee is clear about its role in relation to other Committees;

8. Committee members visit services and meet teams to understand relevant issues:

100%   0%   100%

Visibility

I am **not sure if committee members do visit services** and teams to understand the relevant issues.

Q8: **Not sure I have seen much evidence of visits** through the agendas to demonstrate visits.

Again, **as the Committee becomes more visible, it will start to assert itself more and be more visible** to those teams and individuals whose work is covered by the Committee.

Engagement

I did **see some real understanding and breadth of knowledge from some committee members** but may need to think **about how best to provide the context and exposure needed** to understand the relevant issues.

The Committee **is proactively working towards relationships and services**.

Q8: The Committee members **could spend more focused time with the research and development and innovation teams**; however, they do engage with the teams on board visits, roadshows etc. A visit to the training centre in Swansea was cancelled due to Covid.

Theme 2: Potential Changes to Consider

❑ Board visits from members to areas within remit of the Committee

❑ Discussion point at future meetings for areas to visit:
- Swansea training centre
- WIIN
- Research Team

Theme 3: Committee Team Working

Behaviour & Accountability

Once again as I am so new to this board, I am not sure of consistency in approach or smooth running of this board. **It was evident that all members were displaying the values and behaviours and they was a sense of openness and trust**.

In terms of holding to account, **the role of this committee is slightly more focused on curiosity and interest rather than holding to account,** but that does not mean that, in the event that progress was not as required, colleagues would not be held to account. **It's simply a different approach to committee business.**

Q15. Except where external pressures impact on capacity, **this is realistically managed**.

Priorities

Q13: The **only priority routinely discussed is the university trust status**.

Q14: **not sure yet that the committee truly reviews assurances i**n the same way as QUEST or Audit Committee (as examples).

Risk Management

Q11: A formal corporate risk register or BAF is not presented at the meeting as there are currently no such risks on the register, **therefore detail on controls and actions are not visible**. Although risks are discussed generally.

Q10: Some risks come through in discussion, **but not via the agenda**.

Academic Partnership

Q9: Representation from academic partners is still to be determined and **should be a priority for 23/24**; Head of Research should be a management member.

Q9: It's an academic partnership committee **without academic partners**.

Legend: Strongly Disagree, Disagree, Agree, Strongly Agree

9. The Committee has the right balance of experience, knowledge, and skills to fulfill its role:

10. Management fully briefs the Committee on key risks, safety issues and any gaps in control:

11. Key risks are discussed at each meeting, including controls in place and assurances against controls, an...

12. The Trust's behaviours are reflected in the way the Committee enables people to express their view,...

13. The Trust's strategic priorities are reflected in the way the Committee operates and the information it...

14. Members hold their assurance providers to account for late or missing assurances:

15. Decisions and actions are implemented in line with the timescale set down:

100%   0%   100%
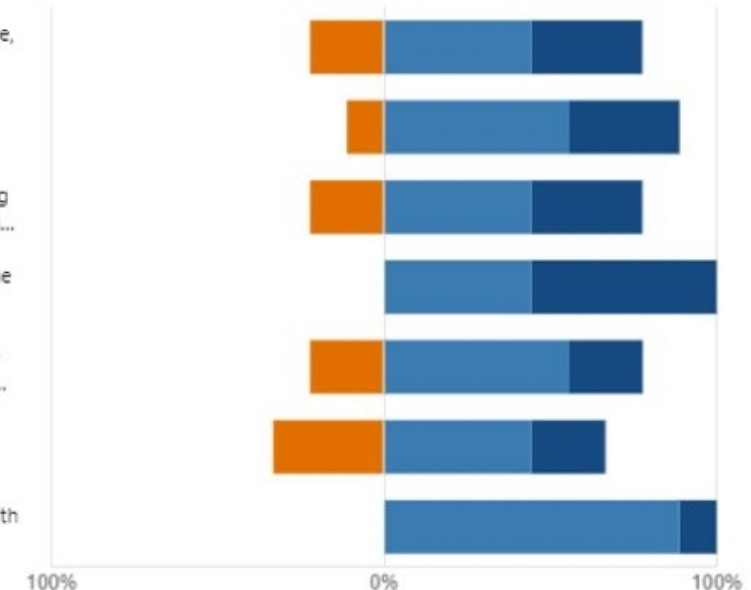
Theme 3: Potential Changes to Consider

❑ Broaden agenda outside of UTS – Committee Priorities 23-24
❑ Ensure risks related to research and innovation are on risk registers
❑ Research and Innovation membership strengthened
❑ Academic partners to be found

Current Membership:

Current Chair - Kevin Davies
Chair for 23-24 - Hannah Rowan
Paul Hollard
Martin Turner

Estelle Hitchon
Angie Lewis
Andy Swinburn
Jonathan Turnbull-Ross (WIIN)
Duncan Robertson
Trish Mills
Keith Rogers and Mark Marsden
Academia representatives
Jo Kelso (in attendance)

COMMITTEE ATTENDANCE				
Name	26 April 2022	19 July 2022	25 Oct 2022	17 Jan 2023
Prof Kevin Davies				
Paul Hollard				
Martin Turner				
Hannah Rowan				
Estelle Hitchon				
Catherine Goodwin	part meeting			
Angela Lewis				
Andy Swinburn				
Jonathan Turnbull-Ross			Chris Evans	
Duncan Robertson				
Trish Mills		Julie Boalch		
Craig Brown				
Mark Marsden				
Keith Rogers				
Representative from Academia				

Theme 4: Committee Effectiveness

Quality of Information

Noted, limited insight of this meeting due to attendance this year. More broadly, **standards of written content can be variable** and would be improve by training and templates across the organisation.

Reflection

There is **no formal period of reflection** at the end of the meeting. However, **in agenda setting there is discussion on flow** of the previous meeting.

I think point 18 was missing from this committee, **I didn't feel there was sufficient evidence of reflection and learning and for this committee,** more than most, that needs to be seen. I did think there **was appropriate challenge related to each topic** on the agenda.

Reporting

Committee highlight **is appropriate.**

Q19 & 20 - **Not sighted**. Should the AAA document be discussed as part of the minutes section?

Legend: ■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree

16. The quality of Committee papers received allows members to perform their roles effectively:

17. Each agenda item is 'closed off' appropriately, and the Committee is clear on the conclusion, who is...

18. At the end of each meeting the Committee reflects on the decisions and discusses what worked well, an...

19. The Committee highlight report appropriately reports and segments items into 'alert', 'advise',...

20. The Board challenges and understands the reporting from this Committee:

Theme 4: Potential Changes to Consider

❑ Consideration for a period of reflection at the end of each meeting

❑ Include all membership in the distribution of the AAA report and include in meeting pack consent items

❑ Templates for papers and training/guidance being developed in 2023-24

Theme 5: Committee Leadership

Strongly Disagree **Disagree** **Agree** **Strongly Agree**

21. The Committee Chair has a positive impact on the performance of the Committee:

22. Committee meetings are Chaired effectively:

23. The Committee Chair is visible within the organisation and is considered approachable:

24. The Committee Chair allows debate to flow freely and does not assert his/her own view too strongly:

25. The Committee Chair provides clear and concise information to the Board on Committee activities an…

Excellent role modelling of behaviours by Chair.

We will shortly have our second Chair and so will doubtless see a different personal style which will have a bearing on committee moving forward.

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

Seek further representation from research and innovation at the meetings, both from within WAST and as partners - both academic and commercial. The committee has struggled to find its niche as it is different to the other board committees, but it should not shy away from that and should use its unique position to **explore where existing relationships can be harnessed to support innovation**.

Continue with a more collaborative approach to committee business. **Start broadening the focus.**

Start - talking more explicitly about its purpose and what it hopes to **achieve in the next 12 months**
Continue - remaining focused on its remit.

Need to make sure we **have absolute clarity on areas of focus,** should make sure we are talking about the strategic themes and delegating the tactical responses and role model a growth mindset and reflective learning.

The committee is on a journey and is establishing its priorities and action in line with the three identified strategic goals. **Evaluation will be key.**

Continue to develop. Continue to attempt to **engage academic partners**.

Start - **considering non-academic innovation and partnerships**, as this represents a 'gap' within the Board oversight.

Continue to build on the work being undertaken.

Keep up the good work!

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

I am a new Committee member, and have all the support I need to carry out my duties.

A **richer understanding of the academic landscape**, both higher and further education.

Feedback at the end of each meeting by one of the committee members to identify learning and areas for development.

Development: **visiting teams** and seeing innovation/research projects first hand.

Once WG approvals have been forthcoming it will be essential to look at the development needs that individuals will undertake to better equip the committee.

There is a growing body of research active and PhD level (in progress or attained) within the organisation that could be brought in to **bolster the membership**.

Summary of changes discussed 5/12/22

1. Academic partners, and grass roots membership from research and innovation to join the Committee
2. Transfer the review of the research governance framework and the oversight of its implementation in accordance with the Welsh Government Research Governance Framework for Health and Social Care from QUEST.
3. Clarity on purpose and focus communicated to the wider organisation
4. Broaden agenda outside of UTS
5. Board visits from members to areas within remit of the Committee (Swansea training centre, WIIN, R&I teams)
6. For 4 and 5, consider Committee development showcase event focusing on research and innovation to enable the committee to get clarity on cross-directorate working and partnership working
7. Reflection at the end of each meeting to take the shape of a summary of actions and decisions, and an invitation to members to give feedback on the meeting and any learning/continuous improvement to take forward
8. Ensure risks related to research and innovation are on risk registers
9. Templates for papers and training/guidance being developed in 2023-24
10. Include all membership in the distribution of the AAA report and include in meeting pack consent items

Potential Committee priorities for 2023/24 for discussion with the Committee

o Task and Finish Group to scope out the next 12 months to UTS (including partners, any reciprocal arrangements, conflicts, name change, legislative docket)
o Focus on the research governance framework, which is a new area of oversight for the committee

Reminder that the UTS priorities for 22/23 are (1) digitisation enabling better outcomes; (2) advanced practice and specialist working, consult and close and service transformation, including research; and (3) decarbonisation, fleet modernisation and sustainability

ACADEMIC PARTNERSHIPS COMMITTEE
ANNUAL REPORT 2022/23

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 17 January 2023 and reviewed its terms of reference, responses to questionnaires completed by members and attendees, and its operating arrangements. Discussions were also held with the Chair and Executive Lead. Changes are proposed to the terms of reference and this Annual Report reflects on the effectiveness of the Committee in 2022/23.

ASSESSMENT

Purpose of the Committee

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 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 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 in 2022/23 and was quorate on each occasion.

7. The Committee is supported by a 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 2022/23:

[chart to be updated with 17 January attendance]

COMMITTEE ATTENDANCE				
Name	26 April 2022	19 July 2022	25 Oct 2022	17 Jan 2023
Prof Kevin Davies	Attended	Attended	Attended	
Paul Hollard	Attended	Attended	Apologies received	
Martin Turner	Apologies received	Apologies received	Apologies received	
Hannah Rowan	Attended	Attended	Attended	
Estelle Hitchon	Attended	Attended	Attended	
Catherine Goodwin	part meeting	Attended	No longer member	
Angela Lewis	No longer member	No longer member	Attended	
Andy Swinburn	Apologies received	Apologies received	Attended	
Jonathan Turnbull-Ross	Apologies received	Apologies received	Chris Evans	
Duncan Robertson	Attended	Apologies received	Attended	
Trish Mills	Attended	Julie Boalch	Attended	
Craig Brown	Attended	No longer member	No longer member	
Mark Marsden	Attended	Attended	Attended	
Keith Rogers	No longer member	Attended	Attended	
Representative from Academia	No longer member	No longer member	No longer member	

Green	Attended
Orange	Deputy attended
Red	Apologies received
Black	No longer member

8. Attendance is perhaps reflective of the challenges that operational pressures have placed on members throughout the year and the maturing nature of the Committee. The Board Secretariat will ensure that for future meetings they receive a clear indication from members and attendees of their ability to attend, and where that is not possible request that a deputy is nominated to attend.

9. The Committee has not nominated a representative from Academia, however following confirmation from Welsh Government in November 2022 that this is a firm requirement for UTS a task and finish group will be established to address this (see further on this below).

10. It is proposed that membership is further supported by the addition of the Head of Workforce Education and Development, the Assistant Director of Research and Innovation when that post is filled, and membership from the Innovation Team.

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 17 January Committee meeting.

12. The questionnaires provided an opportunity to gauge opinion on areas of good practice and areas that require improvement.   Thirteen questionnaires were sent out with 9 responses being returned (a 69% return rate).

13. Respondents were asked 27 questions and were encouraged to provide free text answers to explain their choices.   The responses were reviewed by the Committee on 17 January and agreed to make the following adjustments to their operating arrangements as a result:

    (a) Further representation from research and innovation at the Committee
    (b) Establishment of a task and finish group to plan the next steps for UTS
    (c) Transfer of the review of the research governance framework and the oversight of its implementation from the Quality, Patient Experience and Safety Committee
    (d) Clarity on the purpose and focus of the Committee to be communicated to the wider organisation
    (e) Broaden the agenda of the Committee outside of UTS more frequently
    (f) Board visits aligned to the new standard operating procedure for such visits to include members visiting the Swansea training centre, WIIN teams, and the research and innovation teams)
    (g) Reflections at the end of each meeting to take the shape of a summary of actions and decisions, and an invitation to members to give feedback on the meeting any learning/continuous improvement to take forward.
    (h) Ensure risks related to research and development are on risk registers
    (i) Templates for papers and guidance being developed by the Board Secretary in 2023/24
    (j) Include all membership in the distribution of the Committee AAA highlight report when it is sent to the Board

14. The Committee has been effective in discharging its responsibilities and providing assurance to the Board in 2022/23.   The Committee's business in 2022/23 included:

    (a) UTS was discussed extensively and the priorities for the Trust agreed. Members attended the mid-year review of priorities with Welsh Government, which was well received and discussed the need to plan for a member from academia as part of the UTS process.
    (b) The representative from academia was discussed and communication lines opened with University Wales regarding representation from academia on the Committee.
    (c) Benefits and limitations of the apprenticeships landscape from an education and training perspective were presented.
    (d) Initial discussions on future income generation opportunities were also held including the selling of space on clinical programmes
    (e) A mapping of engagement interfaces to illustrate where and how the organisation connects with its academic and industry stakeholders was presented.

(f) The Committee discussed qualifications issued by institutions and the need to explore opportunities for innovation and improvement and connection with high quality, action research which can be applied in practice.

(g) The Committee's cycle of business was approved.

(h) The Committee priorities for 2022/23 as set out below.   .

- *Priority 1: Digitisation enabling better outcomes* The Committee received a presentation on digital opportunities in partnership with academia and what successful digital partnerships look like, what the opportunities might be and how can these be realised.

- *Priority 2: Advanced Practice and Specialist Working, Consult and Close and Service Transformation, including Research*.   The Committee received a presentation from the Specialist Palliative Care Paramedics on the excellent work of these teams and saw the impact it was having on those staff and on patients.

- *Priority Three: Decarbonisation, fleet modernisation and sustainability*.

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 priority is an attendee at the meetings

15. The Committee is not currently serviced by a Sub-Committees; however a task and finish group will be established to steer the next steps in the Trust's UTS as set out below.

16. The Board received a highlight report from the Committee following each meeting and which provided for alerts, advice, and areas of assurance. This was also presented to the next public Board meeting by the Chair of the Committee.

Proposed Changes to the Terms of Reference

17. Extensive changes to the Terms of Reference for this Committee were made during the effectiveness reviews held in early 2022. The changes therefore are minimal and include:

(a) Inclusion in duties to approve the research governance framework and oversee its implementation in accordance with the Welsh Government Research Governance Framework for Health and Social Care.

(b) Membership extended to Head of Workforce Education and Development, the Assistant Director of Research and Innovation when that post is filled, and membership from the Innovation Team.

18. A marked up copy of the terms of reference are attached at Annex x for approval by the Board.

<u>Priorities Identified for the Committee for 2023/24</u>

19. 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 2023/24:

[to be confirmed by the January 2023 APC meeting]

   (a) Task and Finish Group to scope out the next 12 months to UTS (including partners, any reciprocal arrangements, conflicts, name change, legislative docket)
   (b) Focus on the research governance framework, which is a new area of oversight for the committee

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

<u>Next Steps</u>

21. The next steps are as follows:

   (a) The Committee cycle of business was approved in 2022 and this will be further developed this year to reflect the Terms of Reference as amended, and to illustrate compliance requirements and assurance mapping.
   (b) Establish task and finish group
   (c) Ensure changes to operating arrangements agreed at paragraph 13 are cycled into work programme for review in 2023/24

RECOMMENDATION

The Trust Board is requested to

   (a) Receive and note the contents of the Committee Annual Report for 2022/23 and its analysis of effectiveness
   (b) Approve the changes to the Terms of Reference

ACADEMIC PARTNERSHIP COMMITTEE

TERMS OF REFERENCE AND OPERATING ARRANGEMENTS

1. INTRODUCTION

1.1 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.

1.2 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 are hereby set out in these formal terms of reference and operating arrangements

2. PURPOSE

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.

2.2 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.

2.3 Facilitating 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;

Model Standing Orders – Schedule 3.1: Academic Partnerships Committee TORs
Approved by Trust Board 26th May 2022[insert]

(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.

Model Standing Orders – Schedule 3.1: Academic Partnerships Committee TORs
Approved by Trust Board 26th May 2022[insert]

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 oversee its implementation in accordance with the Welsh Government Research Governance Framework for Health and Social Care.

Corporate Risks and Audit Recommendation Tracker

3.63.8 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. 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 Committee will consider the control and mitigation of high level workforce related risks and provide assurance to the Board that such risks are being effectively controlled and managed.

Sub-Committees

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

4. MEMBERSHIP

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)
* Director of Workforce and Organisational Development
* Director of Paramedicine
* Assistant Director for Quality and Nursing
* Assistant Director of Research, Audit & Service Improvement
* Assistant Director of Research and Innovation
* Innovation Team membership TBC
* [Insert title for Jo Kelso]
* 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.

Model Standing Orders – Schedule 3.1: Academic Partnerships Committee TORs
Approved by Trust Board 26th May 2022[insert]

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 verbal updates on activity, the submission of Committee minutes and referral of written reports where appropriate, and bring to the Board's specific attention any significant matter under consideration by the Committee; and

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

(c)   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.

ACADEMIC PARTNERSHIP COMMITTEE
HIGHLIGHT REPORT TO BOARD

Trust Board Meeting Date	24 November 2022
Committee Meeting Date	25 October 2022
Chair	Professor Kevin Davies

KEY ESCALATION AND DISCUSSION POINTS

ALERT
(Alert the Board to areas of attention)

1. No alerts raised from this meeting.

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

2. The Committee approved its **cycle of business** and agreed that, at present, there are no sub-committees that report into the Committee. The cycle is a maturing document that will grow organically over the next 12 months. It reflects the maturing University Trust Status (UTS) journey and the fact that this is 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 elements of the priorities and other programmes where we are partnering with academic and industry to foster and promote).

3. The Committee received an update on the **UTS application** and held a discussion in closed session on the impact on Board level governance.

4. A **mapping of engagement interfaces** to illustrate where and how the organisation connects with its academic and industry stakeholders was presented. Discussions were earmarked for the effectiveness reviews to consider where and in what form the Board receives assurance on research and innovation frameworks.

5. This was the last meeting of the Chair, **Prof Kevin Davies** and the first for **Angie Lewis**, Director of Workforce and Organisational Development. Estelle Hitchon, Director of Partnerships and Engagement thanked Prof Davies on behalf of the Committee for the momentum and drive he has given to the work of the Committee.

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

6. As part of the Trust's continued efforts to formally secure UTS a **mid-term progress update against UTS priorities** was presented to a panel of Welsh Government and other colleagues in October.

The presentation and outcomes were well received by Welsh Government with positive feedback in terms of innovation and applied research, however they recommended greater focus on evaluation of research impact and ties to academia.   There was good discussion in the Committee meeting on the need to capture the lived experience of our staff and those we serve as a result of innovation and research, drawing out the qualitative elements as well as the quantitative.   The Committee thanked all those who had been involved in the mid-term review and celebrated the breadth and depth of the work underway.

The UTS priorities are (1) digitisation enabling better outcomes; (2) advanced practice and specialist working, consult and close and service transformation, including research; and (3) decarbonisation, fleet modernisation and sustainability

7. An update was provided on the **Committee's priorities** for 2022-23, with steady progress being made.

RISKS

Risks Discussed: No risks raised

New Risks Identified: No risks raised

COMMITTEE AGENDA FOR MEETING		
1. Cycles of Business	2. Mid-year University Trust Status review for Welsh Government	3. Mapping of engagement interfaces
4. Committee priorities	5. Governance issues related to university trust status were discussed in closed session	

COMMITTEE ATTENDANCE				
Name	**26 April 2022**	**19 July 2022**	**25 Oct 2022**	**17 Jan 2023**
Prof Kevin Davies	🟩	🟩	🟩	
Paul Hollard	🟩	🟩	🟥	
Martin Turner	🟥	🟥	🟥	
Hannah Rowan	🟩	🟩	🟩	
Estelle Hitchon	🟩	🟩	🟩	
Catherine Goodwin	part meeting	🟩	⬛	
Angela Lewis	⬛	⬛	🟩	
Andy Swinburn	🟥	🟥	🟩	
Jonathan Turnbull-Ross	🟥	🟥	Chris Evans	
Duncan Robertson	🟩	🟥	🟩	
Trish Mills	🟩	Julie Boalch	🟩	
Craig Brown	🟩	⬛	⬛	
Mark Marsden	🟩	🟩	🟩	
Keith Rogers	⬛	🟩	🟩	
Representative from Academia	⬛	⬛	⬛	

🟩	Attended
🟧	Deputy attended
🟥	Apologies received
⬛	No longer member