

Bundle Academic Partnership Committee Open 19 July 2024

Agenda attachments

- Item 00 APC Agenda –19 July 2024 – Open
- 0 OPENING ITEMS
- 1 09:30 – Chair's welcome, apologies and confirmation of quorum
- 2 Declarations of Interest
Board Member Register of Interests–Updated 2024.05.14–Published.xlsx (nhs.wales)
- 3 Minutes of Last Meetings: – 16 January 2024 & 23 April 2024
January minutes have the tracked changes to ensure visibility of the changes made.
 - Item 3.1 UNCONFIRMED JAN MINUTES 24
 - Item 3.2 UNCONFIRMED APRIL MINUTES 24
- 4 Action Log & Matters Arising
 - Item 4 APC Action Log
- 4.1 Highlight Report 23 April
 - Item 4.1 Academic Partnership Committee report April 2024
- 4.2 ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION
- 5 09:40 – University Trust Status Benefits Realisation
 - Item 5 UTS Benefits Realisation APC July 24
 - Item 5.1 UTS Presentation V2November21
 - Item 5.2 University Trust Status Accreditation Submission V3 Oct21
- 5.3 CONSENT ITEMS
- 6 Committee Priorities and Cycle Monitoring Report
 - Item 6 Academic Partnership Committee Priorities and Cycle Monitoring Report
 - Item 6.1a Academic Partnerships Committee Cycle of Business 2024–25 – Monitoring Report
 - Item 6.1b Academic Partnerships Committee Cycle Notes 2024–25
- 7 Approved Committee Terms of Reference and Annual Report 2023/24
 - Item 7 Academic Partnership Committee Terms of Reference 24–25 – Approved by Trust Board 30052024
 - Item 7.1 Academic Partnerships Committee Annual Report 2023–24
- 7.1 CLOSING ITEMS
- 8 10:25 – Key Messages for Board including Decisions / Actions
- 9 Reflections of the Meeting
- 10 Any Other Business
- 11 Date & Time of Next Meeting: – 7 October 2024



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwllans Cymru
Welsh Ambulance Services
University NHS Trust

MEETING OF THE OPEN ACADEMIC PARTNERSHIP COMMITTEE

Held in public on **19 July 2024 from 09:30 – 10:35**

Meeting held virtually via Microsoft Teams

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 Meetings: - 16 January 2024 & 23 April 2024	Approval	Hannah Rowan	Paper	
4.	Action Log & Matters Arising 4.1 Highlight Report 23 April	Discussion	Hannah Rowan	Paper	
ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION					
5.	University Trust Status Benefits Realisation	Assurance	Estelle Hitchon	Paper	45 mins
CONSENT ITEMS					
6.	Committee Priorities and Cycle Monitoring Report	Information	Julie Boalch	Paper	N/A
7.	Approved Committee Terms of Reference and Annual Report 2023/24	Information	Julie Boalch	Paper	
CLOSING ITEMS					
8.	Key Messages for Board including Decisions / Actions	Discussion	Hannah Rowan	Verbal	10 mins
9.	Reflections of the Meeting	Discussion	Hannah Rowan	Verbal	
10.	Any Other Business	Discussion	Hannah Rowan	Verbal	



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

11.	Date & Time of Next Meeting: - 7 October 2024	Information	Hannah Rowan	Verbal	
-----	--	-------------	--------------	--------	--

Lead Presenters

Name	Position
Hannah Rowan	Non-Executive Director and Committee Chair
Estelle Hitchon	Director of Partnerships and Engagement
Julie Boalch	Head of Risk and Deputy Board Secretary



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
NHS Trust

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 16 JANUARY 2024 VIA TEAMS

MEMBERS:

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

IN ATTENDANCE:

Mike Brady	Consultant Paramedic 111
Craig Brown	Specialist Clinical Lead 111
Estelle Hitchon	Director of Partnerships and Engagement
James Houston	Head of Strategy Development (left during 08/24)
Angela Lewis	Director of People and Culture
Mark Marsden	Trade Union Partner
Trish Mills	Board Secretary
Alex Payne	Corporate Governance Manager
Nigel Rees	Assistant Director of Research and Innovation
Duncan Robertson	Assistant Director for Clinical Development
Jonny Sammut	Director of Digital Services
Andy Swinburn	Executive Director of Paramedicine
Jonathan Turnbull-Ross	Assistant Director of Quality Governance

APOLOGIES:

Alex Crawford	Assistant Director Strategy and Planning
Chris Evans	Research Innovation and Improvement Lead
Jo Kelso	Head of Workforce Education & Development
Keith Rogers	Trade Union Partner
Martin Turner	Non-Executive Director

07/24 WELCOME AND INTRODUCTION

Hannah Rowan welcomed everyone to the meeting bilingually and confirmed quoracy.

Apologies were received from Alex Crawford, Chris Evans, Jo Kelso, Keith Rogers and Martin Turner.

08/24 DECLARATIONS OF INTEREST

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

09/24 MINUTES OF THE LAST MEETING

The minutes of the meeting held on 24 October 2023 were approved as a correct record subject to the removal of the word "all" in minute 44/23 paragraph 9.

RESOLVED: That the minutes from the meeting on the 24 October 2023 were approved subject to the amendment set out above.

10/24 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 (MOU) with the Life Sciences Hub Wales (LSHW) had been discussed and a further meeting with LSHW was scheduled for February to discuss if an MOU was the appropriate way forward. It was recognised that a number of teams were working with the likes of LSHW, and Committee needed sight on the current position. The benefits and risks of an MOU were touched on and noted the Terms of Reference allowed for less rigid relationships. The action remained open

Action 32/23 concerning the engagement mapping – Hannah Rowan noted that there was still work to be done in this area and suggested that Jonny Sammut, Estelle Hitchon and Jonathan Turnbull-Ross progress this in order to provide an update at the next meeting. The action remained open

RESOLVED: That the action log was reviewed and updated as set out above.

11/24 RESEARCH GOVERNANCE FRAMEWORK UPDATE

The Committee received its first update following the baseline assessment submission and the recent WAST/Welsh Government/Health and Care Research Wales (HCRW) annual review. This report was a more comprehensive report, and it was noted that future reports would be in highlight form.

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 organisational performance.

Hannah Rowan congratulated Nigel Rees on his role with Warwick University working in their clinical trials unit. A broad range of issues/implications were outlined within the appendix around embedding research within WAST as reflected against the NHS Research & Development Framework. Members were made aware of the need to build strength and resilience within the Research Team to be able to facilitate more staff to undertake research.

Members were asked to consider what advice and support could be offered around the Paramedic 3 trial and how recruitment to the trial, together with the generic staffing and resource issues to support the research activity. Barriers to inclusion in this research include low staff morale, but also hospital handover delays, study types not igniting sufficient interests and the feeling of practice being scrutinised.

Innovation groups such as the Digital Innovation Group, which were broader than the health aspect was noted and it was recognised that the learning and support from other organisations should be captured. It was considered important to share opportunities and be aligned to ensure a unified WAST approach.

Members discussed the use of podcasts to appeal and engage staff. It was suggested that the Trust could invite HCRW to a future meeting of the Committee to gain feedback and demonstrate commitment through a discussion with them; however, the Committee felt that it needed to mature further and welcomed the input of the new academic Non Executive Director who had been appointed, who would provide some valuable insight.

Angela Lewis commented on the omission of culture within the framework and stated how important it was to create a culture where people questioned their curiosity and wanted to improve. She spoke of the alignment with the Trust's People and Culture Plan and the expectation that managers hold regular check-ins with their direct reports. This change in practice, with the extant requirement for annual Performance and Development Reviews (PADRS) to be held, will support the continuing conversation around research, development, and innovation in the Trust.

She noted that this activity has been included in the Integrated Medium Term Plan for 2024-2027, with an emphasis on well-being, personal and professional growth and day to day development. Angela will actively feed this discussion back to her Directorate to aid integration within the Trust.

Trish Mills accepted that there had been minimal contribution within the organisation to the Research Governance Framework response and that it needed to be revisited, acknowledging that some of the information around the ten pillars could be built with existing information and not started anew, which Nigel Rees could co-ordinate to bring it together with some programme support. This would give assurance to the Trust Board that we are aligning to this and complying with the Framework. She suggested it was a programme of work which needed to be re looked at from the beginning and if necessary, a workshop to discuss further.

Nigel referred to the revival of Research and Innovation workshops of which two had been held and a third was planned. This provided an opportunity to receive feedback from the workforce to inform a plan or a strategy going forward as well as the Framework. The

feedback would also include activities staff would like to be involved in. Nigel Rees welcomed the good discussions and was keen to share the benefits of research with the whole organisation.

Members discussed the barrier to staff who felt research was only for those academics who held a degree and / or were more clinically focused, and the need to involve staff from all areas and of any academic background to encourage them to consider research activity.

The Committee acknowledged that while it was necessary to address this perception the vast majority of the Trust's research and innovation portfolio was not paramedic or clinical, but rather involved health services research, digital technologies such as artificial intelligence, and violence and aggression.

The Committee considered whether it may be necessary to ask a different question of our people; such as asking them to demonstrate the expansion of knowledge or contribution to innovative developments; but accepted that paramedic related trials might have a higher profile.

RESOLVED: That the Academic Partnership Committee continue to discuss engagement and interaction in all areas to operate in a different way going forward.

12/24 A COLLABORATIVE APPROACH BETWEEN WAST AND BANGOR UNIVERSITY TO A PHD PATHWAY

Hannah Rowan welcomed Mike Brady and Craig Brown to the meeting to share their collaboration journey between WAST and Bangor University and the creation of a PhD pathway.

Craig Brown shared a presentation with members which outlined his career progression and personal achievements, together with the structure and the conversations that had been held to get to starting his PhD.

Unaware about his neurodiversity, he was unable to complete the course in the NHS Leadership Academy due to the lack of support he received. In 2016 he underwent an assessment and gained a diagnosis of complex Dyslexia.

Proud of his journey to date he acknowledged that being able to start his journey towards a PhD was due to the support that had been offered over the last couple of years. Bangor University quickly acknowledged Craig's neurodiversity and supported him throughout.

He also praised Mike Brady who had been understanding and supportive, which led to many conversations about learning and thinking differently.

On finishing his master's and being asked "what next?", Craig didn't feel he would be able to undertake a PhD but was advised to have a conversation with the Head of the Department to see what opportunities were available.

Dr Nathan Bray had spoken to some of Craig's tutors and were supportive of the submitted assignments. Conversations were encouraged, and with Mike's support the view was that if Bangor could not assist, the conversations could be had elsewhere.

Mike Brady, Nigel Rees, and Craig Brown had discussions on what a contract looked like between two organisations and Nigel's team facilitated the conversations which led to the proposal and the joint approach to fit in with both the 111 pathway and health promotion idea of the Academy.

Funding and supervision costs were provided by the university whilst WAST supported the release fees of time. Mike Brady has been able to become a supervisor for Craig as part of the course.

Members congratulated Craig Brown on his achievement and resilience, while also recognising the support offered by Mike Brady, which was hoped to become the Trust standard. Members were keen for Craig's inspirational story to be shared far and wide across the organisation.

RESOLVED: That the inspirational support of Mike Brady and the resilience and determination of Craig Brown had led to a new PhD pathway.

13/24 IMTP 2024-2027 PRIORITIES

The report provided a brief update on the likely IMTP priorities for 2024/25 which fall within the ambit of the Committee.

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

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

An extensive discussion was had at the last meeting around whether the UTS priorities/IMTP priorities were the right ones, and how to progress them in the IMTP.

A workshop on 11 January on the next iteration of the IMTP had been held and the conclusion from this was that the broad original headings would remain with a view to look through the IMTP and share those priorities that link with this Committee virtually, being mindful not to duplicate or overlap with other Committees.

The name of the Committee was considered, with a view to a change to reflect the ongoing nature of the work. It was agreed that this would be discussed further as part of the Committee annual effectiveness review item.

It was clear in the terms of reference that whatever priorities were put forward for University Trust Status maintenance, a process of scrutiny would be required. Questions of "are these appropriate, are they properly resourced, do they spread across the whole organization"

would need to be addressed. There may be an opportunity during 24/25 to for the Committee to carve out some development time to look at what goes into next year's IMTP.

The Committee agreed to roll over the priorities for the 2024-27 IMTP with respect to the priorities in the Committee's remit, and to consider different priorities for future iterations of the IMTP.

The Committee felt that priorities that fell within its remit did not mean they would be the only focus on them, understanding that a flow of information between the areas of relevance was needed.

The Committee noted that language and definitions were key to ensuring everyone's understanding was the same for example "commercialisation", "partnerships" and "working with industry".

RESOLVED: That

- 1) The Committee noted the content of the paper and the verbal update provided, and**
- 2) The Committee agreed to roll over the priorities for the 2024-27 IMTP with respect to the priorities in the Committee's remit, and to consider different priorities for future iterations of the IMTP.**

14/24 APC TASK & FINISH GROUP UPDATE

The Academic Partnership Committee (APC) Task & Finish group was convened predominantly to support the recruitment of the new Non-Executive Director to ensure sufficient input to securing the right candidate.

The stakeholder group which had taken place before Christmas had seen a successful candidate confirmed by the Minister on the 15 January 2024. This was Ian Mathieson from the University of South Wales, who would be joining the Trust from 1 April 2024.

This would also allow for full University Trust Status to be gained due to meeting the Welsh Government requirements, which would come with legalities and the change of title for the Trust as a corporate body.

It was confirmed that the Task & Finish Group would close, however there was still some work to do prior to a closing report being produced. The closing report will be programmed at a future meeting of the Committee.

RESOLVED: That the Task & Finish group closeout report be produced once some work had been completed.

The Trust's Standing Orders and Committee Terms of Reference require that Board Committees evaluate their effectiveness annually and prepare an annual report which will be presented to Audit Committee, then to the Trust Board in May.

Annual effectiveness reviews are designed to evaluate the effectiveness of the Board and its Committees, review its operating arrangements, and proposing changes to improve its support, challenge, scrutiny, and oversight responsibilities. Whilst the duty of quality, by adopting a continuous improvement methodology to the Board and its Committees throughout the year was demonstrated, the annual effectiveness review was 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.

The report included the responses to the questionnaires, a draft Annual Report from the Committee to the Board and proposed marked up changes to the Terms of Reference. As a result of the response to a questionnaire completed by members and attendees, a number of changes had been proposed to the Committee's operating arrangements and its Terms of Reference.

The survey was to gauge opinion on areas of good practice and areas for improvement. Throughout the year our Duty of Quality is exercised by ensuring that operating arrangements are constantly improved.

A review of the Terms of Reference provided an opportunity for the Committee to ensure it was comfortable with the focus and direction. It was suggested that a colleague from the Operations Directorate be invited to attend the Committee to assist in sharing the work of the Committee with front line staff. It was noted that the funding for the Research Improvement Innovation Lead was due to end during 2024-25.

Audit Wales - who had observed a couple of meetings as part of the Structured Assessment were content that there were no concerns identified in the Committee's operations. Trish Mills confirmed that the Cycle of Business monitoring report was presented to each meeting for the Committee to be assured that it was adhering to its work plan.

Trish Mills talked to the changes in the Terms of Reference presented in the paper, for ease. The change of name for the Committee was referenced and it was noted that this would be discussed further at a planned Committee development day, once the new Non Executive Director was in place.

This committee was about promoting and supporting opportunities with key partners, with education providers, with commercial partners to develop collaborative activities and where program design was to ensure proper arrangements were in place with those partners.

Members liked the report and suggested that a face to face meeting could take place in July and that an Operational member of staff to join the group would be of benefit. Hannah Rowan thanked Trish and her Team for putting in the work, recognising the Committee had flexibility to dip into areas that other Committees were not able to do so.

The priorities agreed were to have a focus on risk reporting and communicating to the organisation the purpose and focus of the Committee with an additional priority around the collaborative and communication pieces that as the third.

RESOLVED: That the

- 1) the draft Annual Report was reviewed and approved;**
- 2) changes to the terms of reference as set in the annex and above were endorsed, subject to the adjustments discussed;**
- 3) changes to operating arrangements in response to issues raised in questionnaires as set out in the draft Annual Report were confirmed; and**
- 4) priorities as set out above for the Committee for 2024/25 were set.**

16/24 COMMITTEE HIGHLIGHT REPORT 24 OCTOBER 2023

This was a consent item and therefore was not discussed by the Committee.

17/24 COMMITTEE CYCLE OF BUSINESS MONITORING REPORT

This was a consent item and therefore was not discussed by the Committee.

18/24 KEY MESSAGES FOR BOARD DECISIONS / ACTIONS

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

Paul Hollard was thanked by members for his contribution to the Committee, noting that this would be his last Committee meeting.

19/24 DATE OF NEXT MEETING:

The date of the next Committee meeting is 23 April 2024.



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwllans Cymru
Welsh Ambulance Services
University NHS Trust

WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST

UNCONFIRMED MINUTES OF THE OPEN MEETING OF THE ACADEMIC PARTNERSHIP COMMITTEE OF THE WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST HELD ON TUESDAY 23 APRIL 2024 VIA TEAMS at 09:30 – 11:00

MEMBERS:

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

IN ATTENDANCE:

Alex Crawford	Assistant Director Strategy and Planning
Estelle Hitchon	Director of Partnerships and Engagement
James Houston	Head of Strategy Development (left during 08/24)
Caroline Jones	Corporate Governance Officer
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
Nigel Rees	Assistant Director of Research and Innovation
Duncan Robertson	Assistant Director for Clinical Development
Andy Swinburn	Executive Director of Paramedicine
Jonathan Turnbull-Ross	Assistant Director of Quality Governance
Aled Williams	Head of ICT

APOLOGIES:

Chris Evans	Research Innovation and Improvement Lead
Keith Rogers	Trade Union Partner
Jonny Sammut	Director of Digital Services

20/24 WELCOME AND INTRODUCTION

Hannah Rowan welcomed everyone to the meeting bilingually noting that this was the first meeting since gaining University Trust Status on the 1 April 2024, and confirmed quorum.

Apologies were received from Jonny Sammut with Aled Williams attending on his behalf, Chris Evans, and Keith Rogers.

21/24 DECLARATIONS OF INTEREST

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

Hannah Rowan thanked those involved with the Non-Executive Director recruitment process and whilst it had not led to the candidate being able to join the Trust, it was noted that the choice of candidate was appropriate given he has accepted a position at Health Education and Improvement Wales.

Hannah Rowan also noted that the new campaign for an academic Non-Executive Director had commenced and invited members to share the opportunity with their networks, as appropriate. The closing date for this campaign is 10 May 2024.

22/24 MINUTES OF THE LAST MEETING

The minutes of the meeting held on 16 January 2024 were not approved at this time, due to some comments that Nigel Rees asked to be considered.

He was invited to forward his comments for review and the minutes would be presented at the next meeting.

RESOLVED: That the minutes from the meeting on the 16 January 2024 were not approved.

23/24 ACTION LOG AND MATTERS ARISING

The Action log was discussed and updated.

A verbal update against Action 25/23 relating to the memorandum of understanding (MOU) with the Life Sciences Hub Wales (LSHW) was provided which resulted in the action being transferred to the Committee Forward Plan to be revisited later in the year and it was agreed to close the action on the log.

Action 41/23 the engagement mapping link had been shared with members to keep updated and the action was closed.

Action 11/24 Research Governance Framework – the Committee were content with the feedback contained within the regular report.

Action 15/24 was closed as the Terms of Reference had been amended and would be presented to Audit Committee and Trust Board.

RESOLVED: That the action log was reviewed and updated as set out above.

24/24 RESEARCH GOVERNANCE FRAMEWORK

Research Governance Framework Update

The Trust was required to adopt and conduct an organisational wide assessment against the Framework. Contribution from across the organisation was growing which reflected the increased embedding of Research and Development.

Nigel Rees highlighted some key areas from the report:

1. The Committee was informed that the drone project had received a prestigious award from the UKRI Future Flight SBRI funding call, highlighting its potential to enhance the supply chain in Wales. The project had garnered significant media attention, and a paper had been submitted to the Journal of Paramedicine.
2. DEPWoC: Drivers and Experiences of Pregnant Women Calling NHS 111 Wales for pregnancy-related reasons. Through to stage 2 Health and Care Research Wales HCRW funding. The organisation had begun participating in the HCRW Communications Alliance. This involvement was seen as a positive step towards promoting and sharing research and innovation initiatives across Wales, enhancing our collaborative efforts and visibility in the field.
3. Three regional WAST R&I workshops had been completed.
4. Collaboration and support for Smart Sensor Systems for Improving Environment and Health Resilience in South Wales (S4W) Multi-University Place-based Accelerator Cluster bid.
5. A secondment appointment had been made for the Research & Innovation Officer (Clinical) and the job description for new Head of Research and Innovation was in the evaluation stage.

Kevin Davies mentioned that the impact factor of some of the journals where research articles were published may be useful for the Committee to be aware of and Nigel Rees agreed to include this detail in the next report.

When looking at the governance of these projects Aled Williams offered support to Nigel Rees with any Information Governance aspects.

It was noted that there were no discussions currently ongoing relating to the funding of capability and capacity within the Research and Innovation space.

RESOLVED: That

- 1) the Committee noted and discussed the content of the NHS R&D Framework report;**

2) publication impact factors be included within the regular report to the next meeting; and

3) the Committee continue to monitor the self-assessment against the framework.

Approach to organisation wide assurance on the Research Governance Framework

The update on the HCRW Research and Development Framework showed an increased focus on research within the organisation and the Committee noted a group had been established, reporting to the Executive Leadership Team, which would ensure buy-in for research and innovation across the Trust. The committee noted the need to ensure that our resourcing decisions keep up with our broadening ambitions, and that these were aligned with the IMTP.

Andy Swinburn informed members of the huge amount of work currently being done within a small team. It was hoped for the work to grow into other areas which was expected to take time to expand. He agreed to bring a report to a future meeting detailing the next steps.

Hannah Rowan referenced that the committee was working on increasing the visibility and governance of research and innovation across the organisation and was encouraged by the progress made so far, noting that resourcing decisions needed to keep up with the importance of research and innovation. She thanked Nigel Rees for his report which highlighted some of the achievements and challenges in the research and innovation space.

RESOLVED: That

- 1) discussions would continue around engagement and interaction in all areas of the organisation ; and**
- 2) a report to the October meeting detailing next steps to grow research and innovation across the Trust.**

25/24 RESEARCH CHAMPION UPDATE

Hannah Rowan, the Research Champion Non-Executive Director, recently attended a research workshop in Wrexham hosted by WAST. The morning session was enriching, offering diverse viewpoints from attendees.

The previous evening, discussions at the Emergency Department at Wrexham Maelor Hospital revolved around the insights of various colleagues on ongoing projects and potential improvements.

Key discussions at the workshop emphasised the need to elevate our research visibility within the organisation. There was also a focus on identifying and addressing barriers to participation, e.g. discussing the reasons behind the discrepancy between the number of colleagues signed up and trained to participate in the PARAMEDIC-3 trial and the much lower number of patients recruited to it.

The workshop was marked by a keen sense of enthusiasm and highlighted the opportunities available for involvement at all levels in research initiatives.

Nigel Rees confirmed the presence of Hannah Rowan at both the emergency department and the workshop was valued and had a positive impact.

RESOLVED: That

- 1) The presence of Hannah Rowan at the Workshop and the Emergency department was impactful; and**
- 2) There was a need to elevate research visibility across the Trust.**

26/24 INTEGRATED MEDIUM-TERM PLAN 2024-2027 PRIORITIES

The report set out in broad terms and for assurance those priorities outlined in the Trust's 2024-2027 Integrated Medium-Term Plan (IMTP) that would fall under the purview of the Committee. The 2024-2027 IMTP has been submitted to Welsh Government following approval by the Trust Board. The elements within the purview of the Committee are: -

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 original University Trust Status priorities remain central to the Integrated Medium-Term Plan (IMTP) 2024-27, however it was noted that they were primarily monitored by other Committees, with the IMTP oversight overall coming under the Finance and Performance Committee, who would escalate issues to this Committee where necessary.

The IMTP focus therefore for this Committee for 2024-25 would be those related to reporting and assurance in relation to the NHS Wales Research Governance Framework and those linked to the embedding and realisation of the benefits of University Trust Status. Our relationship with stakeholders was seen as key to linking these initiatives to the wider NHS system.

There would also be a requirement to consider the need for any additional Academic Partnership priorities during the course of the year, which it was proposed would be the subject of a discussion session in the third quarter of 2024/25, to allow for the contribution of an incoming Non-Executive Director from academia.

Members discussed how the Committee should encourage a culture of inquisitiveness across the Trust and that staff recognising research and innovation within their role would give them a voice and would encourage asking questions.

Jonathan Turnbull-Ross commented that the next year was going to be important for this committee to test the UTS status with stakeholders and develop partnerships. He also said that the committee needed to be bold and brave and balance the clinical risk and the innovation in the strategy. He said that there would be some challenges in developing new pathways with Health Board partners and integrating care. He said he was excited but also aware of the difficulties ahead.

The Committee recognised that there needed to be a balance between the reporting lines for priorities, and the role in exploring these components of the IMTP and the level of detail to consider.

RESOLVED: That

- 1) the Committee noted the paper and took assurance that IMTP priorities within its purview were accurately reflected in, and subject to the appropriate governance arrangements for, the 2024-27 Integrated Medium-Term Plan (IMTP); and**
- 2) the IMTP focus therefore for this Committee for 2024-25 would be those related to reporting and assurance in relation to the NHS Wales Research Governance Framework and those linked to the embedding and realisation of the benefits of University Trust Status**

27/24 APC TASK & FINISH GROUP CLOSURE REPORT

The Task & Finish Group closure report was received. The Group was established in April 2023 and its terms of reference and workplan were approved at the first meeting.

The primary purpose was to develop an approach to attract Academic Non-Executive Directors (NED); plan for the management of conflicts of interest; consider logistics for the change of name and branding once University Trust Status (UTS) had been conferred; and align the work to the legislative docket at Welsh Government for a change to the Trust's establishment order. The Chair thanked the members of the group for their contributions and recommendations.

Estelle Hitchon thanked members for their contributions and recommendations.

RESOLVED: That the Task & Finish group closeout report was received.

28/24 COMMITTEE CYCLE OF BUSINESS 2024/25 & MONITORING REPORT

Updating of the cycle of business for the committee was the final step in the 2023/24 effectiveness reviews that were conducted in quarter four (Q4). Amendments to the Committee's terms of reference agreed in Q4 had been incorporated into this updated cycle of business.

The cycle had been developed with direct correlation to the duties in the terms of reference (indicated by the red text in the cycle of business). This would allow members to review the appropriateness of the proposed reports and their frequency.

The cycle for the Committee was a maturing document which would grow organically over the next 12 months. The Research KPI report would be developed as the HCRW framework developed during 2024/25.

The Chair asked that consideration be given to the role of the Committee in supporting the delivery of the Trust's organisational strategy and this would be considered during the agenda setting for future meetings.

There were no matters to escalate to the Committee on the Cycle of Business Monitoring Report for quarter one 2024/25.

RESOLVED: That

- 1) The 2024/25 cycle of business, aligned to the terms of reference, was reviewed, and approved; and**
- 2) the cycle of business monitoring document was noted.**

29/24 KEY MESSAGES FOR BOARD DECISIONS / ACTIONS

The Highlight report would provide the Board with a summary of the meeting for information.

30/24 ANY OTHER BUSINESS

There was none.

31/24 DATE OF NEXT MEETING:

The date of the next Committee meeting is 19 July 2024.

Members discussed reviewing availability and getting the date confirmed as soon as practicable.

ACTION LOG

Academic Partnerships Committee

Ref	Date	Agenda Item	Action Note	Responsible	Due Date	Progress/Comment	Status
24a/24	23 April 2024	Research Governance Framework - Regular Update	Nigel Rees agreed to include impact factors of research in the next report for Committee.	Nigel Rees	19 July 2024	<u>Update for July meeting</u> - the RGF update will next be presented to the October meeting. Propose to amend the date.	Open
24b/24	23 April 2024	Approach to organistaion wide assurance on the Research Governance Framework	Andy Swinburn agreed to detail the next steps on how R&I could grow into other areas of the Trust following a paper presented to ELT, appreciating that it would take time and momentum to expand.	Andy Swinburn	22 October 2024		Not due

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	30 May 2024
Committee Meeting Date	23 April 2024
Chair	Hannah Rowan

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

1. As the Board will be aware, the appointed **Academic Non-Executive Director** who was due to start on 1 April 2024 was not able to join the Trust. A fresh campaign has commenced with a closing date of 10 May.

ADVISE

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

2. As was announced at the March Board meeting, the Trust's application for **University Trust Status** has now been approved and the Trust's name has changed to the Welsh Ambulance Services University NHS Trust.
3. Hannah Rowan, the **Research Champion Non-Executive Director** and Chair, recently attended a research workshop in Wrexham hosted by WAST. The morning session was enriching, offering diverse viewpoints from attendees. The previous evening, discussions at the Emergency Department at Wrexham Maelor Hospital revolved around the insights of various colleagues on ongoing projects and potential improvements. Key discussions at the workshop emphasised the need to elevate our research visibility within the organisation. There was also a focus on identifying and addressing barriers to participation, e.g. discussing the reasons behind the discrepancy between the number of colleagues signed up and trained to participate in the PARAMEDIC-3 trial and the much lower number of patients recruited to it. The workshop was marked by a strong sense of enthusiasm and highlighted the opportunities available for involvement at all levels in research initiatives.
4. **Reflections** from members on the meeting were positive, highlighting the effective sharing and celebration of research within the Trust. Members appreciated the maturity and collegial atmosphere



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwilans Cymru
Welsh Ambulance Services
University NHS Trust

of the committee, noting the open and supportive environment that encourages dialogue. There was an acknowledgment that more efforts are needed to ensure colleagues are given the necessary time and support for their research endeavours, particularly noting the challenge of releasing PhD students to pursue their studies. The meeting was characterised by a curious and dynamic atmosphere. The achievement of University Trust Status was celebrated, recognising the significant contributions of many colleagues. Members expressed pride in working for an organisation that has attained such a prestigious status and extended thanks to those who have guided this achievement.

ASSURE

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

5. A **research update** was provided with highlights including:

- The committee was informed that the drone project had received a prestigious award from the UKRI Future Flight SBRI funding call, highlighting its potential to enhance the supply chain in Wales. The project has garnered significant media attention, and a paper has been submitted to the Journal of Paramedicine.
- The organisation has begun participating in the HCRW Communications Alliance. This involvement is seen as a positive step towards promoting and sharing research and innovation initiatives across Wales, enhancing our collaborative efforts and visibility in the field.
- Three regional WAST research and innovation workshops have been completed.
- A secondment appointment has been made for the Research & Innovation Officer (Clinical) and the job description for new Head of Research and Innovation is in the evaluation stage.

The update on the Health and Care Research Wales (HCRW) Research and Development Framework showed an increased focus on this and the Committee noted a group has been established, reporting to the Executive Leadership Team, that will ensure buy-in for research and innovation across the Trust. The committee noted the need to ensure that our resourcing decisions keep up with our broadening ambitions, and that these are aligned with the IMTP.

6. The original University Trust Status priorities i.e. digitisation to enable better outcomes, advanced practice, and decarbonisation, remain central to the **Integrated Medium Term Plan (IMTP) 2024-27**. However, it was noted that they are primarily monitored by other Committees, with the IMTP oversight overall coming under the Finance and Performance Committee, which will escalate issues to this Committee where necessary. The IMTP focus therefore for this Committee for 2024-25 will be those related to reporting and assurance in relation to the NHS Wales Research Governance Framework and those linked to the embedding and realisation of the benefits of University Trust Status. Our relationship with stakeholders was seen as key to linking these initiatives to the wider NHS system.

7. The **Academic Partnerships Committee Task and Finish Group closure report** was received and the Committee was assured that it completed its work plan which included developing an approach to attract Academic Non-Executive Director candidates; proactively plan for the management of conflicts of interest; consider logistics for the change of name once University Trust Status was conferred; and align the work to the legislative docket at Welsh Government for a change to the



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

Trust’s establishment order. The Chair thanked the members of the group for their contributions and recommendations.

8. The Committee approved its **cycle of business** which aligns with its revised terms of reference.

RISKS

Risks Discussed: There are no formal risks on the corporate risk register for this Committee. However, risks related to resourcing were discussed as well as broadening access to research and innovation.

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

Research Governance Framework (update and approach to assurance on framework implementation)	Research champion update	IMTP 2024-27 priorities
APC Task and Finish Group closure report	Cycle of business and monitoring report	

COMMITTEE ATTENDANCE

Name	23 April 2024	July 2024	22 October 2024	23 January 2025
Hannah Rowan				
Prof Kevin Davies				
Academic NED				
Estelle Hitchon				
Angela Lewis				
Andy Swinburn				
Jonny Sammut	Aled Williams			
Jonathan Turnbull-Ross				
Duncan Robertson				
Prof Nigel Rees				
James Houston				
Jo Kelso				
Trish Mills				
Mark Marsden				
Keith Rogers				

	Attended
	Deputy attended
	Apologies received
	No longer member

AGENDA ITEM No	5
OPEN or CLOSED	Open
No of ANNEXES ATTACHED	2

University Trust Status: Benefits Realisation

MEETING	Academic Partnerships Committee
DATE	19 July 2024
EXECUTIVE	Estelle Hitchon, Director of Partnerships and Engagement
AUTHOR	Estelle Hitchon, Director of Partnerships and Engagement
CONTACT	Estelle.hitchon2@wales.nhs.uk

EXECUTIVE SUMMARY

1. The Welsh Ambulance Service was awarded university trust status (UTS) in April 2024 following a development journey of at least five years.
2. Welsh Government views the awarding of university trust status as a significant endorsement of an organisation’s research, education and innovation commitment and delivery. There is also an expectation that university accredited organisations will ensure that their work in the academic, innovation and commercial fields contributes not only to the development of the organisation, but to the wider social and economic wellbeing of Wales. This also dovetails with the Trust’s recent inclusion in those bodies covered by the Wellbeing of Future Generations Act 2015.
3. On that basis, it is now timely that Academic Partnerships Committee considers how best to articulate and deliver the benefits of UTS, both for the Trust and more broadly, in order that appropriate ambitions and deliverables can be incorporated into the forthcoming 2025/26 Integrated Medium-Term Plan.
4. Original documentation provided to Welsh Government as part of the UTS application process is appended to this cover sheet in order to inform discussion at committee.
5. Please note that this is a discussion item and, therefore, this paper makes no recommendations. Appendices are for information and are intended to support discussion.

KEY ISSUES/IMPLICATIONS

6. The Trust is required to report on its progress and impact of university trust status via the IMTP process. It is therefore important that the benefits of UTS are clearly articulated, conveyed to our employees and stakeholders, and that the Trust's ambitions and actions are outlined as part of the process of IMTP development.

REPORT APPROVAL ROUTE

Not applicable.

REPORT APPENDICES

1. Presentation
2. UTS submission document

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)	x	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



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Gwasanaethau Ambiwylans Cymru

Welsh Ambulance Services
NHS Trust

Welsh Ambulance Services NHS Trust Application for University Trust Status November 2021





Purpose

- To share our ambition
- To demonstrate our intent
- To highlight evidence against criteria
- To identify what you can expect us to deliver





Our ambition...

...is to redefine what it means to be an ambulance service.





This means we are changing how we work. We are using emerging evidence in healthcare to inform what we do, as well as producing evidence for others to follow.





Building on our Long Term Strategy

Future ambition to flip our service model on its head

NOTE: * = indicative value



TODAY



TOMORROW





And that means that:

- Research
- Innovation
- Learning and development

...have never been more important for us than they are now (and will be in the future)





University Trust status will help us consolidate our work by:

- Supporting engagement with partners and developing more extensive networks
- Harnessing knowledge and expertise
- Providing more extensive learning opportunities for ALL staff with the opportunity to co-produce new programmes
- Providing a platform for more innovative commercial relationships





We've already achieved
lots,
including during the
pandemic...





- Our research portfolio is growing again as we stabilise.
- We've accelerated our digital strategy to deliver innovative ways of teaching and learning.
- We're investing in advanced practice as a key plank of our approach to “inverting the triangle” and working with a broader range of HEIs.
- Our innovation work was award-winning during Covid and is now firmly embedded across the organisation.
- We're working more closely with the commercial





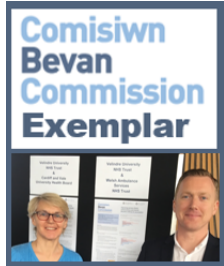
Research, innovation and clinical excellence mean better services. Here's how one germ of an idea resulted in better care for patients...



Palliative and

EoLC

December 2016
Education programme Serious illness conversation (SIC)/ symptom control introduced for student paramedics, paramedics, NEPTS, UCS, EMTs and conversion/ induction courses.



goŵal Iliniarol CYMRU - WALES palliative care

April 2016
Mandatory training in EoLC introduced for all clinicians

September 2016
WAST & Macmillan began a formal collaboration by introducing Macmillan End of Life Care Lead post.

October 2016
GP special patient notes including information regarding Palliative/ End of Life Care patients can be shared and accessed in areas covered by 111

NHS 111 Wales



August 2017
Non-Emergency Patient Transport Service End of Life Care Rapid Transport Service introduced to ensure EoLC patients are transferred to their preferred place of death, in a timely and compassionate manner

October 2017
'Transferring patients with palliative care needs' aid memoire circulated to Palliative Care specialists detailing all the services WAST provides

Year	Service	Notes
2016	Education programme	SIC/symptom control for students and staff
2016	GP special patient notes	Information on palliative/end of life care
2016	Mandatory training	For all clinicians
2017	NEPTS End of Life Care	Rapid transport service
2017	Aid memoire	Transferring patients with palliative care needs
2018	eLearning package	For all frontline WAST staff
2019	Community Palliative Care Rapid Response Car pilot	Responding to 999 calls
2019	WAST education	Impact on staff knowledge and patient care
2020	Wish Ambulance	Piloted service for meaningful journeys
2020	Local Palliative care team advice lines	Nationally for WAST staff
2021	WAST End of Life Care Project Board	Established



Swansea University Prifysgol Abertawe



August 2019
Community Palliative Care Rapid Response Car pilot (palliative medicine doctors and Paramedic responding to 999 calls). Improved Doctors understanding of the challenges faced by

Nov 2019
WAST education, the impact on staff knowledge and patient care. Benefit to wider ambulance service.

April 2019
In partnership with Swansea University, development palliative care aspects of paramedic degree course, including palliative care placements for students

April 2020
Additional Cancer & EoLC Information added to Clinical Support Desk Manchester Triage Tool

January 2020
Wish Ambulance piloted. The service enabled patients near the end of life to have a meaningful journey. The service was provided by volunteers with support from Specialist Palliative Care Teams.



September 2020
Local Palliative care team advice lines introduced nationally for WAST staff to access



January 2021
WAST End of Life Care Project Board established.

May 2020
Introduction of vehicle based JIC medications





- Our written submission details more about our work.
- Our IMTP/long term strategy reflect our commitment.
- Our aim is to translate ideas and learning into practice.
- We are committed to being a learning organisation in its true sense.
- Our Board will ensure our academic strategy is aligned to those of our partners with robust





Thanks for listening.
Any questions?





GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Gwasanaethau Ambiwllans Cymru

Welsh Ambulance Services
NHS Trust

Welsh Ambulance Services NHS Trust

University Trust Status: Our Case for Accreditation



October 2021

Introduction

1. The Welsh Ambulance Service has articulated its ambition to become a University Trust through its Integrated Medium-Term Plans for a number of years. Indeed, if the organisation is to meet the ambitions it has set out in its long-term strategy, *Delivering Excellence*, closer collaboration with the life sciences, higher education and commercial partners will be critical to the service's success.
2. This intent is one that reflects both the organisation's existing commitment to forging new, and consolidating its existing strong and productive academic partnerships, together with its ambition to become a lynchpin across the wider unscheduled care system in NHS Wales.
3. While we are currently reviewing our long-term strategy, [Delivering Excellence](#), in light of the learning from the current Covid-19 pandemic, it is clear that the Welsh Ambulance Service will continue to play a much more strategic and integrated role as an all-Wales provider of care across the unscheduled, pre-hospital and planned care spectrum.
4. This includes a growing and important role as the provider of the country's 111 service, an area of work which has significant potential to deliver better access to the right care for patients through the bringing together of digital technology and clinical services, as well as ensuring patients are seen in the part of the health and care system most appropriate to their needs.
5. Such an evolution brings with it significant cultural and organisational challenges, for professionals, patients and the public more broadly, providing fertile territory for academic research, innovation, training and development.
6. The organisation recognises the wealth of knowledge, expertise and skill it has within in its current ranks, as well as the need to ensure that that skill and expertise is maintained at the forefront of clinical and professional excellence. This 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.
7. This is reflected in the very strong and constructive relationships the Welsh Ambulance Service has developed with higher education partners in recent years, particularly with Swansea University as the lead provider of undergraduate paramedic training in Wales (with Glyndwr University now also set to deliver paramedic training in an excellent development for North Wales) and Warwick University on the research front.
8. That said, and given the breadth of organisational need and academic provision, relationships are developing with a range of academic partners across Wales in particular, recognising the potential contribution of both higher and further education institutions in supporting the aspirations of the organisation, including in the delivery of advanced clinical practice.
9. For the Welsh Ambulance Service, the attainment of University Trust status would not be an end in itself. It would be a key plank in its drive to further professionalise, modernise and diversify the services it provides, with a keen focus on innovation, education, research and development for all.

10. This would reflect the significant work already in train in key areas. The Trust already has a strong reputation in the field of research. Indeed its Pre-Hospital Emergency Research Unit (PERU) has been at the forefront of ambulance service research for a number of years.
11. The Welsh Ambulance Service has also taken significant strides in innovation over the last few years, harnessing the passions and talents of its people through its innovation and improvement network, WIIN.
12. Similarly, it is acknowledged that the organisation's success in delivering tangible and practical benefit as a result of its work in these areas must be predicated on a more integrated approach to research, innovation and education, which spans the organisation, its staff groups and hierarchy to make a genuine difference both to the organisation's effectiveness and to the quality and nature of services provided to patients.
13. Achieving University Trust status, while only one element of the organisation's drive to modernise and reposition itself, would be an important marker in the maturity of the Welsh Ambulance Service, signalling the confidence of its core key stakeholders and partners.
14. As an employer where the value of education, in its very broadest sense, is supported and recognised, University Trust status would support the extensive work that has been underway (and continues) to attract and retain a future and sufficiently professionally diverse NHS Wales workforce, well placed to serve the increasingly complex needs of our communities.
15. This latter point will be particularly important as the nation emerges from the current Covid-19 pandemic, building its recovery while grappling with the twin economic impacts of the pandemic and the UK's withdrawal from the European Union and European Single Market.
16. In this respect, the Welsh Ambulance Service's ability to contribute to the economic wellbeing of Wales through providing stable and well paid employment, plus its contribution to a thriving economy through innovation and research in the field of healthcare and life science, represent some of the core facets of its strategic intent.
17. Taken in the context of a number of statutory and policy drivers, including the Wellbeing of Future Generations (Wales) Act 2015, the national *A Healthier Wales* strategy and the Health and Social Care (Quality and Engagement) (Wales) Act 2020, the achievement of University Trust status would reflect existing work and add considerably to the Welsh Ambulance Service's ability to deliver real organisational and system change in the interests of its staff, patients and the people of Wales more broadly.
18. The aim of this short document, therefore, is to outline work to date which supports WAST's application for University Trust status. While it is recognised that there is still much to do, and that what is documented here does not constitute the entirety of the organisation's activity in contributory areas, it is hoped that the content of this document signals the appetite, commitment and efforts of the Welsh Ambulance Service in making a serious application for University Trust accreditation.
19. In brief, this submission focuses on the Trust's efforts in the following areas, together with an indication of where there is further work to do and the steps we will take to ensure that the benefits of accreditation are optimised:

- Innovation
- Research and development
- Training and education (clinical and non-clinical)
- Economic contribution (as an employer and the potential to “spin out” expertise and skill)
- Academic partnerships and collaboration (including commercial)
- Governance arrangements

20. In so doing, the Welsh Ambulance Service has paid due regard to the criteria for the attainment of University Trust status, recognising that the organisational profile is quite different from a health board and that the focus is on applied and practical benefits to its people, stakeholders, patients and Wales more broadly.

Where are we now and how would attaining University Trust status make a difference to our people and our patients?

21. Gaining University Trust status is something which would be the next step in the Welsh Ambulance Service's journey towards professional, clinical and organisational excellence.
22. Over the last few years, the Trust has made significant progress in moving from a service largely predicated on "traditional" ambulance services, to one with a much broader service footprint, which considers to evolve. That evolution has inevitably meant the organisation has had to address a range of educational, innovation and cultural challenges.
23. As we move forward in our development, the attainment of University Trust status would not only acknowledge the progress made to-date, but also help support the acceleration of the work that we are now engaged in to redefine the purpose of the organisation and with it, the delivery of out-of-hospital, unscheduled and emergency care.
24. This forms part of the organisational motivation for seeking University Trust status. It is less about proving that WAST is the "ready-made" article, but more about receiving recognition for its existing work and the progress it has made in recent years, while using accreditation as further impetus to drive forward our process of innovation and modernisation, ensuring our people feel motivated and excited about the future.
25. The updates detailed below provide a flavour of some of the work to-date in pertinent areas and the opportunities/challenges which remain. It should be noted, and indeed has already been acknowledged, that the work of WAST in the University Trust space is focused on applied and real world solutions, practical application and learning, supporting real jobs and opportunities and making a real, rather than theoretical, contribution.
26. In that respect, WAST has embraced an ethos of visible change, something which will continue to be at its heart regardless of the outcome of its bid for University Trust status.

Innovation

27. Innovation and modernisation have been increasingly visible and potent elements of the Welsh Ambulance Service's organisational ethos for a number of years.
28. To embrace a systematic and prospective approach to the innovation landscape, the Trust has developed an innovation, education and research and development framework – the WAST Improvement and Innovation Network (WIIN), which was adopted by the Board in 2018/19.

29. The aim of this network is to ensure that the Trust has an improvement and innovation platform that connects the various parts of the organisation to enable small and large scale improvements, crucially linking innovation, improvement, research and programme management, with the aim of facilitating and embedding an organisational culture where innovation, education and high quality “real-world” research and development are at the heart of our activities.
30. Importantly, WIIN is designed as an integrated set of measures that together will support the Welsh Ambulance Service in achieving a systematic change in the way the organisation operates. The infographic below summarises WIIN’s principles and functions.

Figure 1: Welsh Ambulance Services NHS Trust Improvement and Innovation Network



31. Since its launch, and prior to the pandemic, WIIN had received more than 100 submissions, with around 60 being taken forward as an improvement project or signposted to an appropriate lead.
32. During the height of the pandemic, the WIIN process was suspended to focus operational efforts at a particularly difficult time. Since May 2021, submissions have re-opened, with some 159 ideas submitted since then, 42 of which are in active development with clinical leads.

33. While prior to the pandemic some staff had been supported to progress Silver Improving Quality Together (IQT) projects in respect of their idea, links are developing with the research function of the Trust, as well as with our Project Management Team, where successful small scale improvements are intended for scale up.
34. Ongoing support and coaching is provided throughout the testing of ideas, and regular updates are entered on to the WIIN database so that there is a clear and up-to-date log of how ideas have progressed.
35. Ideas that are not immediately supported and progressed are transferred to the “Ideas Warehouse”, with a number of these having already been taken forward.
36. While the Covid-19 situation may understandably have meant an initial slow-down in WIIN’s routine activity, the pandemic itself has been a catalyst for significant innovation across the organisation.
37. One such example was an urgent need to address the rapid sanitisation of ambulances. At the outset of the pandemic, it was identified that the extended time needed to clean ambulances thoroughly once a patient with suspected Covid 19 had been transported to hospital was adding to the already significant pressure on the service, particularly as the previous cleaning regime could take up to two hours and sometimes had to be undertaken at specialist cleaning centres, which could be some distance from the ambulance station or hospital.
38. Funded by Welsh Government and working with the Small Business Research Initiative (SBRI) Centre of Excellence, a rapid challenge was developed to work with industry, academia, the Ministry of Defence and Innovate UK to find innovative methods of faster sanitisation.
39. Typically, a SBRI bid can take around a year to complete, but this new rapid process slimmed it down to six weeks, during which time more than 200 applications were received, a number of which were trialled and a contract subsequently awarded.
40. This project has resulted in a number of improvements, including reducing the time it takes to clean an ambulance by 86%, giving staff the time to undertake other duties whilst the cleaning process is happening, and a significant reduction in the cost of cleaning an ambulance. As a result, work is underway to look at how learning from this project can be used in other areas, such as schools, and is a tangible example of how the organisation is able to work at pace to deliver innovation with practical and broad application, and which has significant positive benefit for staff and patients.
41. This initiative also won the [Science and Technology category at the St David Awards 2021](#), receiving national recognition for its significance.
42. The Trust is committed to continuing on its innovation journey and it is absolutely clear that innovation will be more important than ever if WAST is to adapt at pace to the post-pandemic challenges it will inevitably face.
43. On that basis, and recognising the role of all staff in the development of ideas and improvement, there remains a strong commitment to the WIIN concept, as evidenced in the organisation’s current [Integrated Medium Term Plan \(IMTP\)](#) and in the encouraging levels of interest in WIIN and innovation more generally across the organisation.

44. As innovation becomes central to the organisation's development, it is also providing the vehicle for external partnerships and creative solutions to system challenges.
45. For example, the Trust is currently working with a number of local authorities looking at how social care services and the ambulance service can work more closely together to maintain patients safely at home.
46. Work is underway with Cardiff Council, harnessing its community warden service to look at opportunities to safeguard frail patients, particularly those who have fallen. Similarly, early work is in train with Powys County Council, Monmouthshire Council and Caerphilly Council to explore how elements of council and ambulance services can work more closely together to prevent admissions to hospital and the concomitant impact on patients and public services.
47. As these conversations come to fruition, we are confident that they will result in partnerships which deliver much enhanced patient experience and outcomes, as well as material benefits for organisations, in terms of resource utilisation and costs. Given that these prospective projects also span rural and urban areas, there should also be good opportunity for scale up across Wales and evaluation.
48. Commercial partnerships, like those emerging with Microsoft and other tech firms to support us as we seek to further harness the potential of digital technologies, are also being developed, with a view to ensuring that we exploit opportunities to revolutionise how care is provided.
49. For example, work is now underway to develop the 111 Wales digital offer, with emerging plans to encompass video triage, the linking of a patient's digital journey with clinical triage and the use of AI and live chat to enhance patient experience.
50. Similarly, we have been working with industry partners to design state of the art vehicles for driver education, leading the way in the UK, while the next generation of emergency ambulances will be equipped for the first time with hoists, with the concept being developed with commercial partners and currently being trialled.
51. While all these developments are in their relatively early stages, they signal the Trust's intentions and ambition to look at fresh partnerships, in related areas of both the public and private sectors, to improve the experience and care of patients, while optimising how staff expertise is used, on the frontline of care and in support areas.

Research and Development

52. We are proud of the research that we conduct, and recognise the pivotal role that both research and innovation (R&I) have to play in the organisation. The Trust's Pre-Hospital Emergency Research Unit (PERU), which is part of the Health and Care Research Wales arm of Welsh Government, is widely recognised as having a strong research focus and as an attractive place to undertake pre-hospital research because of our track record for delivery.
53. The post-pandemic environment will understandably influence the locus of our research and development activity, but there is no doubt that it will remain core to our commitment, both as a learning organisation and as one committed to achieving university status.

54. During the COVID-19 pandemic, studies were paused across the health and care system, resulting in significant disruption of WAST's non-COVID-19 research activity, which has restarted in line with National Institute for Health Research (NIHR) guiding principles. It has been challenging to strike a balance between restoring our active portfolio against the need to continue to support the COVID-19 effort. However, we have now recovered all of our existing research, along with supporting two COVID-19 urgent public health studies and, whilst organisational challenges continue, these remain our research priorities.
55. Our research and wellbeing and organisational psychology teams are also working closely together on the mental health and wellbeing impact of the pandemic on Welsh Ambulance Service staff, an area of interest which is likely to develop as the full ramifications become apparent.
56. This emergent work is already highlighting new networking and collaboration opportunities and, with recovery from the pandemic likely to dominate thinking for some time to come, the Welsh Ambulance Service is well placed to contribute to the national and international body of evidence in this area.
57. Our COVID-19 recovery planning recognises the need for resilience, growth and the potential high-value environment of WAST for clinical research. We continue to reflect Wales and UK wide research strategic aims, such as those set out in the Support and Delivery Service Strategic Framework 2017-2022.
58. We maintain a research and innovation tracker, which is reported through the Medical and Clinical Services Directorate and reflects progress in all our research and innovation studies, including those at an early stage or where there are other interesting developments on the horizon, including large multi-centre trials, and international bids on-going and in development in areas such as artificial intelligence.
59. At the heart of the Welsh Ambulance Service's post-pandemic research approach will be a focus on research which can translate into practical application, for the benefit of patients and staff.
60. During our recent clinical restructure, research and innovation were included as core elements within job descriptions and, whilst competing operational pressures continue, we remain steadfast in our aspirations for research, development and innovation in clinical leadership.
61. We have continued to build on long-standing partnerships, such as those with PRIME Centre Wales, Warwick University and others to develop and deliver high quality studies, and as we recover, we look forward to delivering large studies which we have developed with partners, such as PARAMEDIC 3 and RAPID 2.
62. We are also seeking out new partnerships and emerging opportunities to conduct innovative research in faster and more efficient ways. We have worked with local, national and international partners to explore digital tools and infrastructure, and continue to seek and secure funding in areas such as artificial intelligence and robotics, which includes our ongoing research, ASSIST.

63. One example is [work with the University of Manchester and partners Swift Flight Avionics to test the use of drone to deliver defibrillators](#) to remote rural areas, recently tested in Snowdonia. This has real potential to enhance the chain of survival for cardiac arrest patients in remote areas and work continues to test the viability of the concept.
64. Notwithstanding current challenges, our aim is to continue to work with local health boards, academia and industry to build research capacity to open and run clinical trials and other research programmes close to patients' homes.
65. As our research activity begins to rebuild, we will ensure that patients and carers receive high quality information about clinical trials and their results, and are given the opportunity to contribute to the development and review of research studies, through our patient and community involvement work.
66. While the organisation has established R&D strengths in the field of pre-hospital care, and these will remain core, there is also a commitment to foster the development of non-clinically driven research and innovation. Our aim here is to look at the business of the organisation more holistically and supports "real world" research and innovation, which contributes to the body of academic knowledge in appropriate fields while also translating to the well-being and success of the organisation and, by extension, the wider NHS and society more generally.
67. It is a given that WAST will wish to disseminate the results of its research work in order to share good practice, discovery and learning. Such dissemination will continue to take a number of forms, including peer-reviewed publication, at conferences and through the appropriate national and international fora.
68. We envisage that university status will enable us to become more attractive and competitive in research and in grant capture activities, with a positive impact on revenue, supporting the sustainability of high-quality research and development at the Welsh Ambulance Service moving forward.

Training and Education

69. Training and education are central to the Welsh Ambulance Service. Historically, the focus has been on developing, maintaining and advancing the skills of our clinical workforce but, as we move forward with ambitious plans for 2030 and beyond through our long term strategy, [Delivering Excellence](#), that focus has very much extended to colleagues across the organisation, significantly influencing our organisational ambition and design.
70. The value and importance of education in healthcare is unequivocal. It underpins the delivery of safe, quality care; keeps staff motivated and up-to-date with latest treatments and technologies and enables patients to be involved in decision-making and self-management – making best use of limited health care resources. There is a benefit to planning and delivering these activities jointly.
71. Education also helps promote patient (and staff) activation, dignity and respect, whilst breaking down barriers between teams, encouraging joint learning, service improvement and the ability to safely raise concerns/ask searching questions.

72. Variation in care and outcomes can be reduced through education. It also has a crucial role in facilitating a sustainable healthcare system by enabling change and maintaining staff numbers through reputation, recruitment and nurturing the skilled workforce of the future, supporting staff retention and career progression.
73. All of these benefits chime with what we are trying to achieve long term at the Welsh Ambulance Service, not just because focusing on education, learning and development is the right thing to do, but because the service faces real and fundamental challenges which require an educational response.
74. The broadening of our training and educational focus reflects a number of imperatives:
- The march of technology and the recognition that the clinical practitioner of the future will need to be multi skilled, operating increasingly in digital and/or alternative clinical environments, with a case load that is much more diverse
 - The challenges of recruitment in a number of non-clinical but critical professions, for example digital services, data analysis, modellers etc., as well as the competitive environment in which WAST operates and the challenge of attracting the best candidates in a range of both clinical and professional, administrative and corporate functions, particularly in a post-pandemic world where appetite to work in healthcare may have altered and alternative employment options may be more readily available
 - The opportunity presented by technology to deliver training very differently, harnessing the best of digital and face-to-face delivery to create a more diverse, exciting and immersive learning environment
75. As articulated in [Delivering Excellence](#), services and care provided by the Welsh Ambulance Service will increasingly become centred around, and tailored to, the individual and will be delivered more locally to the patient.
76. This can be achieved only if the concept/scope of education is broadened and receives investment, focusing not only on training but on improving the information provided to, and the health literacy of, the population we serve, empowering patients and people to make informed decisions which best suit them.
77. The organisation's commitment to investing in education and training, reflected in its relationships with, and expertise of providers, is predicated on a number of core beliefs, notably that investing in education and training:
- Helps equalise the patient/professional relationship
 - Supports the delivery of clinical care in an integrated manner across Wales, involving a more diverse number of clinical staff delivering care more locally to patients and in more diverse settings, including digitally
 - Helps meet the projected increase in demand for pre-hospital emergency and non-emergency care services in Wales
 - Supports the long-term sustainability of clinical care through reputational benefit and staff recruitment/developing the skilled workforce of the future, as well as supporting career progression and retention
78. The Welsh Ambulance Service already has significant and strengthening relationships with higher education institutions, both in Wales and further afield.

79. While the organisation's relationship with Swansea University is particularly strong, ties are also developing rapidly with other universities across Wales, for example Bangor, Glyndwr and the University of South Wales, while there is an established relationship with the Russell Group Warwick University in the field of research.
80. This diversification of relationships is something we want to consolidate and grow further, recognising that a broad base of engagement and work with a range of educational partners is key to securing University Trust status.
81. We are strongly of the view that holding University Trust status would not signal the pinnacle of our engagement with educational providers and partners but, rather, the beginning of different, more dynamic and more fruitful relationships with partners, with benefits for all involved.
82. We recognise that, as a pan-Wales ambulance service, with a clear ambition to make a system contribution beyond that routinely anticipated of a traditional ambulance service, our training, development and learning requirements extend across a number of disciplines, with a commitment to working with the most appropriate institutions to support our people and our wider organisational ambitions.
83. As an organisation, we have already embraced the benefits of higher level skills for our clinical staff. An example is our work to develop a cohort of prescribing paramedics, the first in the country, facilitating better care for patients in the community and developing skills which can be applied across a range of healthcare settings. More detail can be found [here](#).
84. Similarly, the last few years have seen great progress in the development of advanced practice, supporting an increasing number of clinicians to pursue Masters' level qualifications. More detail on how the work of our advanced practitioners is benefitting patients and the communities of Wales can be found [here](#).
85. The challenge for the organisation now is to marry its own training and development capacity, in which WAST is investing heavily with [the opening of a new, £0.5m](#) pound digitally enabled training facility at our Matrix development in Swansea (replacing the ageing National Ambulance Training College in Cefn Coed), with the best from the higher and further education fields to provide a pan-organisation educational and development offer that spans everything from improving qualification and basic skill levels to enabling staff to progress, right the way through to post-doctoral opportunities.
86. There is no doubt that this ambition represents a cultural, but necessary, shift for WAST, and University Trust status would provide an additional support route for developing and supporting the cultural readiness of the organisation as it enters a period of significant modernisation and evolution. This could take a number of forms, not just in respect of harnessing academic expertise in the fields of organisational change and pedagogy, but also in the organisation actively seeking research partners to support the documentation and evaluation of a revolutionised approach to training in the ambulance sector.
87. The current pandemic has driven an intense period of complete change in the organisation's approach to the delivery of training, accelerating by some margin the delivery of training using a predominantly digital approach.

88. An example of this is the development, in response to the pandemic, of a digital and distance-learning Emergency Medical Technician (EMT) course. Through the implementation of this virtualised turn-key solution, learning is now taking place via a combination of live streamed, interactive lectures, collaborative virtual sessions, small group work and self-directed study alongside highly managed practical assessment sessions.
89. Despite apprehension at the start, feedback from the cohorts has been extremely positive, with colleagues quoting greater flexibility, efficiency and an ability to learn and progress at an individual pace. Furthermore, colleagues' confidence and ability in relation to digital literacy improved significantly and the approach negated the need to hire a training venue or to accommodate learners, which resulted in large scale financial savings (c. £135,000).
90. Purpose-built space at the new Matrix House premises (with similar space currently being developed at our new Cardiff base which remains under construction at the time of writing) has allowed us to expand and develop virtual training delivery strategies and applications, such as its immersive training suite. The utilisation of technology and need to think differently about work have resulted in real innovation, enabling us to continue to deliver some of our key services despite the current challenges. While it has been a rapid learning curve, the organisation is now much better placed to harness the benefits of a blended learning approach, and has much to offer education partners in terms of sharing its learning to-date, and working together to now refine and promote new methods of training.
91. Nor is the organisation's focus solely on higher tier learning. If the Welsh Ambulance Service is to be successful, both as a provider of care but also as an innovative employer with a strong commitment to learning for all, then it needs to work closely with educational providers in the further education space to support as broad a cohort of learners as possible.
92. By way of example, the Welsh Ambulance Service has embraced the concept of whole organisational apprenticeships.
93. Providing work based learning opportunities in clinical and corporate roles will require engagement of the whole post 16 provider landscape, with further education, work-based learning providers and higher education engaging with the Welsh Ambulance Services NHS Trust to co-produce learning programmes to meet the existing and future needs of the service.
94. Welsh Government has supported the development of the first of these programmes with the Level 4 Associate Ambulance Practitioner Higher Apprenticeship framework, funded to recruit and develop the first Apprentice EMTs in Wales as of January 2020.
95. Reinvestment of Levy contributions enables sustainable support to attract, recruit, train, professionally develop and retain the best talent from the communities we serve. Our inclusive ethos, which celebrates diversity and delivers equity, aims to reflect our population and in particular, it focuses on strategies to improve:
 - Good communication;
 - Health literacy;
 - Shared treatment decision-making;
 - Self-management of patient health and wellbeing;
 - Creation of learning environments;

- Enhancing social movement and its contribution to the wellbeing of future generations;
 - Innovation and supportive technologies.
96. In a typical year (2019/20), the Welsh Ambulance Services NHS Trust delivers learning placements/education, and designs, delivers and, in some cases, awards regulated qualifications for more than 1000 individual health care staff, including undergraduate and postgraduate activities across a broad range of professional groups.
97. Many of these activities are for our staff who are in formal training roles, with the bulk of the remainder being designated as specific knowledge and skills development for the purposes of technical CPD. The Trust plays an active part in HEIW's graduate placement programme and enjoys hosting those taking their first steps into the NHS.
98. These activities vary from providing online learning opportunities (e.g. micro-learning and e-learning programmes for healthcare support workers), through short educational events such as lectures/short courses (day/half day) delivered within a locality or region, through to longer term practice placements designed to expose staff to experiential learning which consolidates technical learning and which may span periods of up to 18 months for Higher Apprenticeships.
99. Statutory and mandatory training is also delivered for both clinical and corporate staff.
100. One of the most significant areas which is yet to be fully realised by WAST in the education and training realm, and for which the attainment of University Trust status provides an additional platform, is the wider system and community benefit of a highly skilled, able and productive workforce, whether that be in clinical or corporate roles, and the concomitant investment which the organisation makes in its education and training capacity and provision.
101. Such benefits might include:
- Advantages for the people of Wales: local communities (who could use facilities); schools (more extensive education programmes and health care career promotion than currently provided) which support prevention, better informed self-care and healthy lifestyles, supporting a productive economy.
 - Education opportunities in areas of current unmet need, e.g. paramedic education around oncology.
 - Many of the skills involved in healthcare are transferable (for example, communication skills, patient education, and activation). Our education service could offer benefits to healthcare and other Blue Light service providers more broadly with a more concerted approach and underpinned by academic expertise, for example in the field of behavioural science.
 - Research teams: connecting clinical and research teams supports both the stimulation of ideas and joint working.
 - Research opportunities around education. We are well placed to support the development of an evidence base around educational best practice for immersive and technology-enabled learning, linking with local and national education research teams.
 - Industry collaboration: gives the opportunity to generate income, build new collaborative teams and enhance innovation.

Economic Contribution

102. As Wales emerges from the ravages of the Covid-19 pandemic, there is no doubt that the societal and economic infrastructure of the country will have been fundamentally affected.
103. The role of the public sector, NHS Wales and, specifically, the Welsh Ambulance Service, will not just be as providers of services, but rather vehicles of social cohesion and economic growth.
104. With a dynamic and far-reaching agenda, as outlined in the organisation's 2030 long term plan, [Delivering Excellence](#), the organisation's role as an employer of choice, with a range of clinical and corporate opportunities from apprentice level up, will be even more important as we seek to recover.
105. As a provider of secure and long term employment, it is incumbent on the ambulance service to ensure it is meeting the aspirations of its employees and supporting them to be skilled, productive and effective members of their communities, particularly as it is unlikely that the employees of the future will remain in the same role for the entirety of their careers. Supporting employees to grow and develop will, in turn, feed through to community-wide economic benefit.
106. Similarly, in line with the wider public service and working with NHS Wales' Shared Services Partnership, the organisation has a duty to redistribute its purchasing power as locally as possible, to ensure that local suppliers and companies have an opportunity to work with us to meet our supply needs, while keeping that spend circulating within the Welsh economy.
107. Harnessing the skills of a broader base of academic partners allows us to really model the impact we can make as a lynchpin employer in local communities, helping us to understand the ambitions of local people, any barriers to entry to our organisation/professions and supporting the development of solutions which allow us to ensure a stream of high quality and diverse applicants for roles across our organisation, at all levels.
108. Similarly, we are working with academic partners to build ongoing support for employees so that their skills are maintained and developed throughout their career with the Welsh Ambulance Service, something which will be important for our people, our communities and the further and higher education sectors in Wales, providing the latter with a stable flow of learners and opportunities for curriculum development, innovation and research.
109. Ambulance services are, historically, not particularly adept at exploiting the social or intellectual capital that they have, particularly in terms of working with commercial partners either to problem solve or to "spin out" ideas into viable commercial propositions.
110. While this element of WAST's activity is very underdeveloped, it is an area of increasing interest and, with the support of a range of academic partners from a broad group of disciplines, could provide wider long term economic benefit. For example, we are currently working on the concept of a WAST innovation partnership (with potential as a spinout company if successful) with a focus on capital capture, shared assets and co-commissioning.

111. Similarly, the nature of the people we employ across Wales, including rural areas, means we are in a position to provide long-term, stable employment with opportunities for career development in those areas of Wales most in need and where, historically, there has been a haemorrhaging of talent as a result of lack of opportunity. Indeed, our emerging rural health plan demonstrates our commitment to serving our rural areas in a way which acknowledges their specific challenges.

Enablers to University Trust Status

Academic Partnerships

112. WAST has well established partnerships with a wide range of organisations. These include, but are not limited to, the University Health Boards and other Welsh NHS Trusts, ambulance service networks, The College of Paramedics, The Health and Care Professions Council (HCPC), Swansea University and other higher education institutions, including Bangor, Glyndwr, the University of South Wales and Warwick, Life Sciences Hub Wales and various third sector partners.

113. The ambition is that, with the attainment of University Trust status, and by combining the components of innovation and resultant service improvement, training and education, and life sciences research and development, WAST seeks to go further by enhancing existing partnerships, identifying and developing new ones (within the public and commercial sector), and developing an R&D network, infrastructure and facilities that set a new standard for ambulance services internationally.

114. For example, we currently have in the pilot phase through our Research, Improvement and Innovation Hub work, a programme exploring how WAST could take a lead role in social prescribing and, as a result, help to build more connected and resilient communities.

115. Since data capture, analysis and synthesis are prerequisites for delivering (and advancing) an evidence-base for service commissioners, it is intended that, once the concept is further developed, local universities will be invited to co-produce evaluation protocols to assist with the adoption and spread of a WAST social prescribing model across Welsh communities.

116. While the organisation remains on its journey to optimise the benefits of academic (and commercial) partnership, it is anticipated that some of the benefits will be achieved through:

- Vertical integration within WAST: a stronger focus will be provided on the development of effective organisational processes and structures that ensure R&D knowledge is optimised and shared across the Trust;
- Horizontal integration: development of a collaborative framework which allows for strategic collaboration with our healthcare partners in areas of pre-hospital emergency and non-emergency care which have a community interest/benefit;
- Strategic relationships: identifying and actively pursuing potential research partners and developing strong strategic relationships;
- Partnership: working with partners to agree a coherent and strategic approach to R&D which articulates collective and individual priorities, lead organisation(s), resource requirement and opportunities for grants/income generation;

- System leadership: WAST will undertake a system leadership role in relation to the wider unscheduled care system in Wales, including through the development of the 111 service, which has significant potential as a digital and telephony gateway;
- Commercial developments: Developing a commercial strategy which seeks to take advantage of all commercial opportunities and develops a range of transformational strategic partnerships at a national and international level.

117. The Trust has established an Academic Partnerships Committee (further detail below) and, at the time of writing, is awaiting a response from Universities Wales in respect of university representation on that committee.

Governance Arrangements

118. In crafting this submission in relation to securing University Trust status for the Welsh Ambulance Service, it is evident that, while significant elements of the qualifying criteria are in place or development, there are further opportunities to be harnessed which will require the organisation to continue to invest in this area of its activity.
119. A key enabler will be the academic partnership and governance arrangements which the organisation puts in place to support its pursuit of all the benefits outlined in this document.
120. Crucially, it is these governance arrangements which will help drive benefit from academic/organisational relationships, regardless of whether University Trust status is, in the final analysis, attained.
121. This is particularly the case given the Welsh Ambulance Service's commitment to pursuing extended and reinvigorated academic partnerships, not because they can be badged against University Trust accreditation, but simply because it is the right thing to do.
122. The Trust has already established its Academic Partnerships Committee and is currently working with Universities Wales on securing higher education representation.
123. Importantly, the establishment of a committee of the Board focused on academic partnership, and chaired by the Vice Chair of the Board, signifies the seriousness with which the Trust takes its relationships with academic partners and its ambition to secure University Trust status.
124. It also provides the Board and partners with assurance that the organisation is "walking the talk". This includes providing assurance that progress is being made in the organisation's academic endeavours against a suite of metrics to be developed with partners.
125. The committee will also provide a vehicle for the development of an academic strategy and forward work programme that is informed by intelligent, patient-related outcome measures which ultimately lead to a better understanding of 'what worked and what didn't'.
126. Executive leadership is being provided by the Director of Partnerships and Engagement, supported by the Board Secretary, with plans in development to introduce enhanced and effective structures to work laterally across the organisation on this important agenda, harnessing the skills and insights of colleagues with a passion for this work.

127. In this respect, and following discussion with the relevant Directors and feedback from colleagues working across our thematic areas of innovation, research, education, training, improvement and operations, a review of the configuration and matrix approach to working is planned to ensure we are optimising the value of our work in this realm.
128. Similarly, work is underway to scope how delivery can be accelerated through the creation of an “engine room of innovation”, bringing together the right teams to drive forward delivery, with regular feedback to Committee and the wider Board.
129. In so doing, the Welsh Ambulance Service plans to accelerate its innovation using University Trust status as a galvanising force for change, rather than something to add to its headed notepaper.

Next Steps

130. It is hoped that this document has provided panel members with a flavour of the Welsh Ambulance Service’s enthusiasm and commitment to attaining University Trust Status. Our pedigree is already established among ambulance services nationally and internationally as an organisation where innovation and research commitments are strong in a sector (ambulance services) where this has not historically always been the case.
131. While the organisation’s relatively small size places it in undoubtedly a different position from a larger health board, it is hoped that what it lacks in raw numbers it makes up for in ambition and commitment, as well as concrete evidence of the work it already has in hand.
132. It is recognised and acknowledged that there are areas on which we will need to focus moving forward: how best to configure ourselves internally to optimise the opportunities for collaboration and innovation; how to better engage and work with commercial partners to innovate and find solutions to practical problems; making sure our governance is right and that we are engaging with, and collaborating with, the best academic partners for our needs.
133. We believe that securing University Trust status can assist us with all these things and more, providing the Welsh Ambulance Service with a platform from which to continue to grow and develop.
134. With our focus on real world solutions to real problems, translated to improvements in service delivery, educational levels, confidence and economic impact, we believe University Trust status will provide further purpose and mutually beneficial opportunity as we move into the post-pandemic world and all that will bring.

Ends/EVH/Oct21



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwllans Cymru
Welsh Ambulance Services
University NHS Trust

AGENDA ITEM No	6
OPEN or CLOSED	Open
No of ANNEXES	1

COMMITTEE PRIORITIES AND CYCLE MONITORING REPORT

MEETING	Academic Partnership Committee
DATE	19 July 2024
EXECUTIVE	Trish Mills, Director of Corporate Governance/Board Secretary
AUTHOR	Trish Mills, Director of Corporate Governance/Board Secretary
CONTACT	Trish.mills@wales.nhs.uk

EXECUTIVE SUMMARY

1. This report updates the Committee on progress against the priorities it set for 2024/25 and progress against the agreed cycle of business for the Committee. There is nothing to escalate on the cycle of business monitoring report; however, it is noted that the reporting regarding Research KPIs will be developed as the Research Governance Framework develops throughout 2024/25.
 2. Also, at the most recent Committee agenda setting meeting it was agreed to be more appropriate for the regular report on the Research Governance Framework to be received at every other meeting. The Committee Cycle has been adjusted accordingly.
- RECOMMENDATION: -**
3. **The Committee is asked to note the update.**

KEY ISSUES/IMPLICATIONS

No issues to raise.

REPORT APPROVAL ROUTE

Not applicable.



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwllans Cymru
Welsh Ambulance Services
University NHS Trust

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



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

COMMITTEE PRIORITIES AND CYCLE OF BUSINESS MONITORING FOR 2024/25

SITUATION

4. This report updates the Committee on progress against the priorities it set for 2024/25 and progress against the agreed cycles of business. There is nothing to escalate on the cycle of business monitoring report, however it is noted that the reporting regarding Research KPIs will be developed as the Research Governance Framework develops throughout 2024/25.
5. Also, at the most recent Committee agenda setting meeting it was agreed to be more appropriate for the regular report on the Research Governance Framework to be received at every other meeting. The Committee Cycle has been adjusted accordingly.

BACKGROUND

6. During the course of the effectiveness reviews, it was agreed that it is good practice for Committees to set priorities for the forthcoming year. The Committee's priorities, which are set out below, were agreed by the Trust Board in May 2024 and will be tracked quarterly.
7. The Committee's cycle of business was approved by the Committee in January 2024. The agenda is set with reference to that cycle, together with the forward planner, action log and highest rated principal risks.
8. The monitoring report is at Annex 1. The 'pre-agenda setting' key indicates that items in green show where 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.
9. The 'post-agenda setting' key indicates that items in blue were either on the agenda as scheduled or is an *ad hoc* item which was discussed in agenda setting and scheduled. The orange indicates where an item was programmed for receipt but has been deferred to a future meeting.



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

ASSESSMENT

10. The Committee priorities, and progress against them is as follows:

Priority	Progress
<ul style="list-style-type: none"> Clarity on the purpose and focus of the Committee to be communicated to the wider organisation. 	<ul style="list-style-type: none"> Discussion to be progressed throughout 2024/25 once Academic Non-Executive Director has been appointed to the Trust (post Autumn workshop).
<ul style="list-style-type: none"> Review the name of the Committee during 2024/25. 	<ul style="list-style-type: none"> Discussion to be progressed throughout 2024/25 once Academic Non-Executive Director has been appointed to the Trust.
<ul style="list-style-type: none"> Risk Reporting where appropriate. 	<ul style="list-style-type: none"> To be presented throughout 2024/25, as required. Consideration of associated risks has been included on the Committee Cycle of Business (and will therefore be considered at agenda setting).

RECOMMENDATION: -

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

PAPER	PRE or POST-C'EE		FREQUENCY				LEAD	PURPOSE	COMMENT/COMPLIANCE
	FORUM		Q1	Q2	Q3	Q4			
ACADEMIC PARTNERSHIPS COMMITTEE - CYCLE OF BUSINESS 2024/25									
TERMS OF REFERENCE NOTED IN RED TEXT									
Ongoing and continuous support from Committee	N/A	Ad Hoc					All members	N/A	Q1: Research Champion update programmed.
Spotlight On e.g. Partnerships, Innovation, Research, Education Partnerships	N/A	Ad Hoc					Relevant Director	Assurance	Q2: Digital Innovation; Q3: To programme 'spotlight on partnerships'.
Review partnership agreements	TBC	Ad Hoc					Relevant Director	Assurance	
Initial UTS application and any renewals [See Note 2]	EMT and Board	Ad Hoc					DPE	Endorsement	Q2: UTS Benefits Realisation item programmed.
Review compliance reporting	EMT and Board	Annually					DPE	Assurance	
Agree Committee (and UTS) Priorities in IMTP	STB and Board	Annually					Relevant Director	Endorsement	
Monitor IMTP priorities as appropriate [See Note 5]	STB and Board	Quarterly					DPE	Assurance	Q1: IMTP 24-27 Priorities follow up programmed; Q2: agreed not required.
Exception reporting on UTS priorities	TBC	Ad Hoc					Relevant Director	Assurance	
Deep dive on priority (and other) elements [See Note 4]	TBC	Ad Hoc					Relevant Director	Assurance/Information	
Initial and ongoing review of research governance framework [See Note 3]	CQGG	Ad Hoc					ADR&I	Assurance	Q1: RGF (regular update) and approach to org-wide assurance; Q2: Agreed to be rec'd at every other mtg - Q1 & Q3.
Research KPIs [See Note 3]	CQGG	Ad Hoc					ADR&I	Assurance	
Spotlight On Research [See Note 3]	CQGG	Ad Hoc					ADR&I	Assurance	
Research and Innovation Annual Report [See Note 3]	CQGG	Annually					ADR&I	Assurance	Q2 deferral to later in the year. Timing to be confirmed; potentially 18 mths after previous report.
Board Assurance Framework	ELT	Each meeting					DCG/BS	Assurance	TBC risks in the purview of the Committee (including UTS, research, innovation, academic partners)
Corporate Risk Register	ELT	Each meeting					DCG/BS	Assurance	TBC risks in the purview of the Committee (including UTS, research, innovation, academic partners)
Audit Recommendation Tracker	ADLT	Each meeting					DCG/BS	Assurance	Q1 & Q2: n/a
Audits within purview of Committee	Audit/ELT	Ad Hoc					DCG/BS	Assurance	Q1 & Q2: n/a
GOVERNANCE									
Committee effectiveness review annual report	Audit/Board	Annually					DCG/BS	Approval	
Review of Terms of Reference	Audit/Board	Annually					DCG/BS	Approval	
Committee Cycle of Business review	N/A	Annually					DCG/BS	Approval	
Committee Cycle of Business monitor	N/A	Each meeting					DCG/BS	Assurance	
Committee Review of Annual Priorities	N/A	Quarterly					Chair	Review	
SUB-GROUPS									
Sub-groups or task and finish group AAA	N/A	Ad Hoc					Relevant Director	Assurance	Task and Finish Group established in April 2023 reporting. Q1: APC TFG Closure Report programmed.
PROMPTS									
External Reports	N/A	Ad Hoc					TBC	TBC	

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

Key: Pre-agenda setting

- Cycled for each meeting
- Ad hoc item - prompt for agenda setting
- Reporting developing

Key: Post-agenda setting

- Presented as cycled
- Ad hoc / item considered - not programmed
- Item deferred
- Reporting developing

PAPER	PRE or POST-C'EE FORUM	FREQUENCY	Q1	Q2	Q3	Q4	LEAD	PURPOSE	COMMENT/COMPLIANCE
ACADEMIC PARTNERSHIPS COMMITTEE - CYCLE OF BUSINESS 2024/25									
TERMS OF REFERENCE NOTED IN RED TEXT									
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									
Ongoing and continuous support from Committee	N/A	Ad Hoc					All members	N/A	Committee member visits and reporting of outcomes
Spotlight On e.g. Partnerships, Innovation, Research, Education Partnerships	N/A	Ad Hoc					Relevant Director	Assurance	
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.									
Review partnership agreements	TBC	Ad Hoc					Relevant Director	Assurance	Scrutiny that overarching agreements with academic partners, where they exist, are appropriate
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									
Initial UTS application and any renewals	EMT and Board	Ad Hoc					DPE	Endorsement	See Note 2
Review compliance reporting	EMT and Board	Annually					DPE	Assurance	
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 resources, 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 that 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									
Agree Committee (and UTS) Priorities in IMTP	STB and Board	Annually					Relevant Director	Endorsement	See Note 2. Review priorities against (a) to (c) in 3.5 and against 3.6.
Monitor IMTP priorities as appropriate	STB and Board	Quarterly					DPE	Assurance	See Note 5
Exception reporting on UTS priorities	TBC	Ad Hoc					Relevant Director	Assurance	F&P Committee has overall oversight of IMTP, however where priority is off track or rebaselined Director may report here
Deep dive on priority (and other) elements	TBC	Ad Hoc					Relevant Director	Assurance/Information	See Note 4
3.7 Oversee implementation of the research governance framework in accordance with the Health and Care Research Wales Research Governance Framework									
Initial and ongoing review of framework	CQGG	Ad Hoc					ADR&I	Assurance	See Note 3
Research KPIs	CQGG	Ad Hoc					ADR&I	Assurance	See Note 3
Spotlight On Research	CQGG	Ad Hoc					ADR&I	Assurance	See Note 3
Research and Innovation Annual Report	CQGG	Annually					ADR&I	Assurance	See Note 3
3.8 The Committee will monitor the principal risks relevant to its remit. It will consider the controls and mitigations of related risks and provide assurance to the Board that such risks are being effectively controlled and managed.									
Board Assurance Framework	ELT	Each meeting					DCG/BS	Assurance	TBC risks in the purview of the Committee (including UTS, research, innovation, academic partners)
Corporate Risk Register	ELT	Each meeting					DCG/BS	Assurance	TBC risks in the purview of the Committee (including UTS, research, innovation, academic partners)
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.									
Audit Recommendation Tracker	ADLT	Each meeting					DCG/BS	Assurance	
Audits within purview of Committee	Audit/ELT	Ad Hoc					DCG/BS	Assurance	
GOVERNANCE									
Committee effectiveness review annual report	Audit/Board	Annually					DCG/BS	Approval	
Review of Terms of Reference	Audit/Board	Annually					DCG/BS	Approval	
Committee Cycle of Business review	N/A	Annually					DCG/BS	Approval	
Committee Cycle of Business monitor	N/A	Each meeting					DCG/BS	Assurance	
Committee Review of Annual Priorities	N/A	Quarterly					Chair	Review	
SUB-GROUPS									
Sub-groups or task and finish group AAA	N/A	Ad Hoc					Relevant Director	Assurance	Task and Finish Group established in April 2023 reporting
PROMPTS									
External Reports	N/A	Ad Hoc					TBC	TBC	

DPE = Director of Partnerships and Engagement

ADR&I = Assistant Director of Research and Innovation

DCG/BS = Director of Corporate Governance/Board Secretary

 Cycled for each meeting

 Ad hoc item - prompt for agenda setting

 Reporting developing

ACADEMIC PARTNERSHIP COMMITTEE

TERMS OF REFERENCE AND OPERATING ARRANGEMENTS 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 hereby set out in these formal terms of reference and operating arrangements.

2. PURPOSE

- 2.1 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).
- 2.2 The Committee recognises the wealth of knowledge, expertise and skill within the Trust, as well as the need to ensure 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.
- 2.3 The Committee will Facilitate 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.

- 2.4 The committee shall, in carrying out its functions and responsibilities, consider how their decisions secure an improvement in the quality of health services (the duty of quality) as outlined in The Health and Social Care (Quality and Engagement) (Wales) Act 2020. This includes but is not limited to ensuring the provision of high-quality, safe, and effective healthcare services that meet the needs of patients, service users, and their families.
- 2.5 The committee shall demonstrate the duty of quality through its own operating arrangements, ensuring that its processes, procedures, and decision-making mechanisms uphold the highest standards of transparency, accountability, and governance. It shall regularly review and refine its operating procedures to align with best practices and legal requirements, fostering an environment of continuous improvement. Furthermore, the committee shall monitor, assess, and report on the implementation of Health and Care Quality Standards, outcomes, and performance indicators where relevant within their remit.

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 Oversee the implementation of the research governance framework in accordance with the Health and Care Research Wales Research Governance Framework.

Principal Risks and Audits

- 3.8 The Committee will monitor the principal risks relevant to its remit. It will consider the controls and mitigations of 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.

Authority

- 3.10 The Committee is authorised by the Trust Board to investigate, or have investigated, any activity within its terms of reference. In doing so, it will have the right to seek any information it requires from any employee or inspect any books, records, or documents relevant to its remit, ensuring patient/client and staff confidentiality as appropriate. All employees are directed to cooperate with any reasonable request made by the Committee.
- 3.11 The Committee is authorised by the Board to obtain outside legal advice or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers it necessary, in accordance with the Trust's procurement, budgetary and other requirements.
- 3.12 The Committee is authorised to approve Trust wide policies in accordance with the policy for the Review, Development and Approval of Policies.

Chair's Action

- 3.13 There may, occasionally, be circumstances where decisions which would normally be made by the Committee need to be taken between scheduled meetings, and it is not practicable to call a meeting of the Committee. This is most likely, but not exclusively, to arise with respect to approval of policies particularly given the current backlog.

3.14 In these circumstances, the Chair and the Lead Executive, supported by the Board Secretary as appropriate, may deal with the matter on behalf of the Committee after first consulting with at least two other Members (Non-Executive Directors).

3.15 The Board Secretary must ensure that any such action is formally recorded and reported to the next meeting of the Committee for consideration and ratification.

Sub-Committees

3.16 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	Two other Non-Executive Directors of the Board.

Prescribed Attendees

4.2 The core membership will be supported by the attendance of the following at each meeting: -

- Director of Partnerships and Engagement (Committee Lead)
- 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
- Head of Strategy Development
- Head of Workforce Education & Development
- Director of Corporate Governance/Board Secretary
- 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, the submission of approved Committee minutes,
- (b) bring to the Board's specific attention any significant matter under consideration by the Committee; and ensure appropriate escalation arrangements are in place to alert the Trust Chair, Chief Executive (as 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.



ACADEMIC PARTNERSHIP COMMITTEE ANNUAL REPORT 2023/24

INTRODUCTION

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.
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.

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 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

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

MEMBERSHIP AND ATTENDANCE

- The Committee met four times as scheduled in 2023/24 and was quorate on each occasion. The Committee met once in private session in January 2024.
- The Committee has been 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.

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

- 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 a successful campaign saw the appointment of an academic Non-Executive Director in 2023.
10. No changes to membership are proposed at this stage other than the removal of the 'representatives from academia' as the original intent of that member has been fulfilled by the academic Non-Executive Director.

COMMITTEE'S 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. 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
 - 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.
- (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.
- (l) Craig Brown Specialist Clinical Lead for 111 (North) shared his **personal and professional journey of pursuing a PhD in public health and leadership**, with the support of Bangor University and WAST (particularly Mike Brady, Consultant Clinician and Nigel Rees, Assistant Director of Research and Innovation). Craig highlighted the benefits of this pathway for his own development, the 111 service, and the wider research community within WAST.

(m) 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

(n) 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-Committee 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 its remaining tasks which 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 were completed in March 2024.

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 and a reduction in the Non-Executive Director membership of the Committee from four to three (including the Committee Chair).

20. It was felt that there was potential to change the name of the Committee given its wider remit and that that would be considered during 2024/25 once the academic Non-Executive Director has joined the Board.

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

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

22. 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.

23. 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. The Group closed its work in March 2024 and provided a close out report in April 2024.
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 the October and January meetings. Future research governance activity / business will be considered within the agenda setting for the Committee.

24. 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:

- (a) Risk reporting where appropriate.
- (b) Review the name of the Committee during 2024/25.
- (c) Clarity on the purpose and focus of the Committee to be communicated to the wider organisation

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

NEXT STEPS

26. The next steps are as follows:

- (a) Ensure changes to operating arrangements agreed at paragraph 21 are cycled into work programme for review in 2024/25
- (b) Update the cycle of business with revised terms of reference

RECOMMENDATION

27. 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.