

Appendices - Policy papers, practitioner papers, Ministerial statements and summary of publications produced in the development of the Health and Wellbeing mission of *Wales Innovates: The Welsh Government's 2023 Innovation Strategy for Wales and the supporting Innovation Delivery Plan.*

In support of a thesis submitted for the degree of Doctor of Philosophy of Swansea University

Thomas James, 11th March 2026

Introduction

This *Appendices* document contains the summary of broad range of supporting practitioner papers, reports to senior Government and NHS Wales decision making groups, Ministerial statements, speeches, publicly issued strategies and plans, policy documents, interviews, conference papers and publications created during the four phases of this action research. Each paper is linked to the corresponding Research Objective and the impact resulting from it.

The *Appendices* documents are included as evidence to tell the evolving story of the research, externally validating the work undertaken in support of answering the research objectives, during what was a highly iterative development process for the ISW and its subsequent implementation through the IDP. To include all the documents would far exceed 40,000 words, so the table on Page 3 summarises what was a highly iterative action research development process for the ISW and its subsequent implementation through the IDP, with accompanying screenshots of each paper.

In addition, three academic publications and five conference papers are included, which also demonstrate the evolving nature of this work and a broad range of academic peer review, particularly from international academic networks on innovation such as the International Society for Professional Innovation Managers and the European Conference on Innovation and Entrepreneurship. These papers include conference papers and journal articles, panel reports and book chapters, many of which formed the basis of conference presentations and workshops.

Four public Ministerial speeches, Written statements and Oral statements (Papers A -D starting on page 40) were also produced during the ISW and the IDP development and implementation process. These are also included as validation of the significance of this work at Ministerial Cabinet levels, during the sixth Senedd term of the Welsh Government, which spans 2021 – 2026.

Policy, practitioner and decision papers developed in support of this research

Papers are summarised in the overall table on page 3 and are cross referenced to their achievement or demonstration of the Research Objectives and impact, as set out in section 1.4 of the thesis. For ease, the Research Aim and Objective are reproduced below.

Research Aim of this Study

“In the face of the challenges faced by Welsh healthcare organisations in taking a consistent and structured approach to innovation that can lead to increased healthcare value in a peri/post COVID-19 environment, how can Welsh healthcare innovation strategy and policy create the optimal environment, supporting infrastructure and conditions for innovation, as part of a new, portfolio wide Welsh Government innovation strategy?”

Research Objectives of this Study:

Research Objective	Description	Alignment with research chapters	Associated Research Phase
RO1	Identify and consider Welsh innovation context; challenges, enablers and barriers, alongside personal experience, to support the development of an Innovation Strategy for Wales (ISW).	Chapters 2, 3, 4	1
RO2	Develop a broad and robust evidence base for healthcare innovation policy, to support the Health and Wellbeing mission of the ISW.	Chapter 4	1
RO3	Review and analyse the evidence to inform the development of the final ISW	Chapter 4	2
RO4	Develop, test and verify the ISW to allow for public launch by Welsh Government Ministers, alongside development of an underpinning Innovation Delivery Plan (IDP).	Chapter 5	3
RO5	Launch and implement a supporting Innovation Delivery plan (IDP), that realises the commitments made in the Health and Wellbeing mission of the ISW, reflecting on progress to end of Year 1 by end March 2025	Chapters 6,7,8	4

Summary table – Policy, academic, decision and practitioner papers developed in support of this research – with corresponding achievement of research objectives and impact.

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
<p>Paper 1 – National evidence request letter to all NHS Wales CEOs and Innovation Leads - SWOT analysis of the healthcare innovation landscape in Wales.</p> <p>Issued by WG 2nd December 2021</p>	<p>Issued by Welsh Government (WG) Director for Technology, Digital and Transformation.</p>	<p>Evidence returned by most NHS Wales organisations to support ISW development.</p>	<p>RO1 – Results identified innovation context across healthcare in Wales.</p> <p>RO2 – Supports development of the underpinning evidence base of the ISW</p>
<p>Paper 2 – Developing the ‘Healthier’ chapter of an Integrated Innovation Strategy for Wales.</p> <p>Presented on work undertaken across the Welsh Government and HSCEY Group on the development of the Innovation Strategy for Wales (ISW).</p> <p>Presented by Tom James, 6th June 2022.</p>	<p>Health and Social Care and Early Years (HSCEY) Group Policy Forum.</p> <p>Assesses all proposed and new policies for the HSCEY Group, to ensure alignment and provide advice and critical challenge.</p>	<p>Agreed content of the paper and the draft ‘Healthier’ chapter of the ISW.</p> <p>Policy Forum then approved the draft version of the ISW to be issued for public consultation.</p>	<p>RO1 – Considers work by WG to date to develop the ISW, including challenges and enablers.</p> <p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p>

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
<p>Conference Paper 1 - Case study as the first PhD study under the All-Wales Academy (Intensive Learning Academy) for Innovation in Health and Care. Presented September 2022.</p>	<p>17th European Conference on Innovation and Entrepreneurship, Pafos, Cyprus.</p>	<p>Peer review.</p>	<p>RO1 – Identified innovation context across healthcare in Wales.</p> <p>RO2 – Supports development of the underpinning evidence base of the ISW RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p>
<p>Paper 3 – Supporting a new phase of the Welsh innovation ecosystem through an Innovation Strategy for Wales and a supporting Innovation Delivery Plan</p> <p>Paper sets out the strategic approach to the ISW and the draft IDP, post ISW consultation.</p> <p>Presented by Tom James, 18th October 2022.</p>	<p>NHS Wales Leadership Board, the highest-level strategic decision-making forum in NHS Wales, composed of all NHS Wales Chief Executives and senior Welsh Government HSCEY Directors.</p>	<p>Agreement to implement the strategic approach and key themes set out in the ISW.</p> <p>Agreement to the proposed content of the IDP, to be communicated to all NHS Wales organisations.</p>	<p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p> <p>RO3 – Reviews and analyses the evidence to inform the final version of the ISW.</p>
<p>Paper 4 – Developing an Innovation Strategy for Wales – Final version of the ISW Health and Wellbeing mission</p>	<p>WG HSCEY Executive Directors Team.</p>	<p>Approval of Final version of the ISW Health and Wellbeing mission.</p>	<p>RO1 – Considers work by WG to date to develop the ISW, including challenges and enablers.</p>

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
Presented by Tom James on 11th January 2023.			<p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p> <p>RO3 – Reviews and analyses the evidence to inform the final version of the ISW</p>
<p>Paper 5 – Integrated Impact Assessment for Wales Innovates - Our Innovation Strategy for Wales: Creating a stronger, fairer, greener Wales:</p> <p>Approved on 12th January 2021.</p>	<p>Welsh Government Cabinet Ministers for: Economy, Health and Social Services, Climate Change and Education.</p>	<p>Approval of statutory Integrated Impact Assessment for Health.</p>	<p>RO1 – Considers work by WG to date to develop the ISW, including challenges and enablers.</p> <p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p>
<p>Paper 6 – Innovation Delivery Plan Workshop 1 – ‘Innovation Pull’ leads – Friday 27th January 2023.</p> <p>Co-facilitated by Tom James.</p>	<p>‘Innovation Pull’ leads - NHS Wales organisational leaders overseeing or directly responsible for innovation within their organisations.</p>	<p>Gained ‘pull’ consensus on the three key themes supporting the actions in the Innovation Delivery Plan.</p>	<p>RO4 - Sets out what evidence produced and analysed to date, to develop the IDP.</p> <p>RO4 – Develops the specific actions within the IDP.</p>

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
<p>Paper 7 – Innovation Delivery Plan Workshop 2 – ‘Innovation Push’ leads – Friday 3rd March 2023.</p> <p>Co-facilitated by Tom James.</p>	<p>Innovation “Push” leads from publicly funded organisations and initiatives such as Universities and WG funded innovation programmes.</p>	<p>Gained ‘push’ consensus on the three key themes supporting the actions in the Innovation Delivery Plan.</p>	<p>RO4 - Sets out what evidence produced and analysed to date, to develop the IDP.</p> <p>RO4 – Develops the specific actions within the IDP.</p>
<p>Paper 8 – Innovation Delivery Plan Workshop 3 - All leads for Innovation ‘Pull’ and Innovation ‘Push’. Friday 31st March 2023.</p> <p>Co-facilitated by Tom James.</p>	<p>All ‘Innovation Pull’ leads and Innovation “Push” leads.</p>	<p>Gained group consensus on the three key themes and co-delivery of the supporting the actions in the Innovation Delivery Plan.</p>	<p>RO4 – Secure stakeholder endorsement for the ISW and IDP.</p> <p>RO4 – Establish shared ownership of the IDP approach.</p> <p>RO5 – Clarified roles, set out actions and secure support to implement the IDP.</p>
<p>Paper 9 – Establishing a new innovation approach in Wales and the Innovation Delivery Plan</p> <p>Presented by Tom James, April 2023.</p>	<p>NHS Wales Leadership Board, the strategic decision-making forum for NHS Wales, all NHS Wales Chief Executives and senior Welsh Government HSCEY Directors.</p>		<p>RO4 – Secure stakeholder endorsement for the ISW and IDP.</p> <p>RO4 – Establish shared ownership of the IDP approach.</p> <p>RO5 – secure senior leadership buy-in to champion IDP implementation.</p>

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
<p>Publication 1 – Challenges, innovation opportunities, and lessons learned from a prolonged organizational crisis: A case exemplar of the National Health Service Wales.</p> <p>Published June 2023.</p>	<p>Academic Press – Accelerating Strategic Changes for Digital Transformation in the Healthcare Industry.</p>	<p>Peer review in Information Technologies in Healthcare Industry Journal, Vol 2.</p>	<p>RO1 – Identified innovation context across healthcare in Wales.</p>
<p>Conference paper 2 – Innovation in practice: Developing a coherent health and social care innovation ecosystem, as part of implementing an Innovation Strategy for Wales.</p> <p>Published June 2023.</p>	<p>XXXIV ISPIM Innovation Conference, Ljubljana, Slovenia.</p> <p>International Society for Professional Innovation Management.</p>	<p>Peer review / external validation at an international network for professional and academic innovation managers.</p>	<p>RO1 – Identified innovation context across healthcare in Wales.</p> <p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p> <p>RO3 – Reviews and analyses the evidence to inform the final version of the ISW.</p>
<p>Conference paper 3 – Developing a national research and evidence base for the health and wellbeing chapter of the Welsh Government’s 2023 Innovation Strategy for Wales: A case study.</p> <p>Published September 2023.</p>	<p>18th European Conference on Innovation and Entrepreneurship (ECIE), Porto, Portugal.</p>	<p>Peer review / external validation at an international academic network.</p>	<p>RO1 – Identified innovation context across healthcare in Wales.</p> <p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p>

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
			RO3 – Reviews and analyses the evidence to inform the final version of the ISW.
<p>Conference paper 4 – Using an action research approach to develop the health and social care component of an Innovation Strategy for Wales.</p> <p>Published September 2023.</p>	International Symposium on Technology and Society (ISTAS), Swansea, UK	Peer review / external validation at an international academic network.	<p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p> <p>RO3 – Reviews and analyses the evidence to inform the final version of the ISW.</p>
<p>Conference paper 5 – Developing an innovation action plan to implement the health and wellbeing chapter of the Welsh Government’s 2023 innovation strategy for Wales.</p>	International Society for Professional Innovation Managers Connects conference Salzburg, Austria,	Peer review at an international academic network.	<p>RO1 – Identified innovation context across healthcare in Wales.</p> <p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p> <p>RO4 – Develops the specific actions within the IDP.</p>
<p>Paper 10 – Implementing the Innovation Delivery Plan policy paper.</p>	WG Chief Digital and Innovation Officer and senior team	Secured resources and buy in to establish a national innovation	RO4 – Establish shared ownership of the IDP approach

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
Presented by Tom James, 22 nd December 2023.		<p>programme, projects and team to deliver IDP.</p> <p>Continue with IDP project implementation.</p> <p>Further progress update paper to NHS Wales Leadership Board in May 2024.</p>	RO5 – Clarified roles, agreed actions and secured resources to implement the IDP.
<p>Paper 11 – Interview: The ISW, with Judith Paget CBE– Director General, Health Social Care and Early Years Group, Welsh Government / Chief Executive Officer – NHS Wales,</p> <p>Undertaken by Tom James, March 2024.</p>	n/a	Responses to the questions validated the three key ISW themes, supporting the commitments set out in the IDP.	<p>RO1 – Results identified innovation context across healthcare in Wales.</p> <p>RO1 – Considers work by WG to date to develop the ISW, including challenges and enablers.</p> <p>RO4 – Secure stakeholder endorsement for the ISW and IDP.</p> <p>RO4 – Establish shared ownership of the IDP approach</p> <p>RO5 – secure senior leadership buy-in to champion IDP implementation.</p>

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
<p>Paper 12 - Progress update on implementing IDP.</p> <p>Presented by Tom James, 21st May 2024.</p>	<p>NHS Wales Leadership Board, the strategic decision-making forum for NHS Wales, all NHS Wales Chief Executives and senior Welsh Government HSCEY Directors.</p>	<p>Secured NHS Wales Leadership Board agreement to the six key IDP actions and nine projects forming the national innovation infrastructure.</p>	<p>RO4 – Maintained leadership ownership of the IDP approach.</p> <p>RO5 – Clarified roles, agreed actions and secured resources to implement the IDP.</p> <p>RO5 – secure senior leadership buy-in to champion IDP implementation.</p> <p>RO5 – Provided a platform to engage widely across NHS Wales to deliver the IDP.</p>
<p>Paper 13 – Internal WG IDP Progress update</p> <p>Year 1 IDP progress update across Welsh Government group and provided progress on Health and Wellbeing Mission.</p> <p>Produced by Tom James September 2024</p>	<p>Internal WG IDP working group.</p> <p>Innovation Advisory Council for Wales</p>	<p>The full update showcased strong progress against the IDP commitments made for Health and Wellbeing, which included the national innovation programme and projects.</p>	<p>R05 - Generated significant expert and political interest in IDP implementation.</p> <p>R05 - Motivated the Minister for Mental Health and Well-being to make an Oral Statement on Innovation, supporting and championing the IDP</p>

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
<p>Paper 14 – Press release - Launch of the Health and Social Care Innovation Wales infrastructure and resources.</p> <p>Written by Tom James 12th March 2025</p>	<p>National innovation programme team.</p>	<p>Public press release made summarising the launch of the HSCIW innovation infrastructure, framework, functions and support.</p>	<p>RO5 – Main deliverable of the IDP</p> <p>RO5 - HSCIW enables NHS Wales and Social Care staff to find the support they need to develop and implement innovation in priority areas, helping to improve patient outcomes and deliver better value.</p> <p>RO5 – Innovation Framework delivered through HSCIW.</p> <p>RO5 – HSCIW is embedded within the NHS Wales planning framework as the main innovation support tool.</p>
<p>Publication 2 - Building a Digital Health Innovation Ecosystem: Tech-Push, Demand-Pull, and Government Policy - Information Systems Journal - Wiley Online Library</p> <p>Accepted for publication in October 2025.</p> <p>Published December 2025.</p>	<p>Information Systems Journal.</p>	<p>Published December 2025.</p> <p>Demonstrates external verification of the research in a 4* CABS journal with a 4% acceptance rate.</p>	<p>RO1 – Identified innovation context across healthcare in Wales.</p> <p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p> <p>RO5 – Demonstrates how HSCIW enables NHS Wales and Social Care staff to find the support they need to innovate.</p>

Paper / Publication number, title, purpose and date	Recipient or decision-making group	Decision, Outcome and impact	Achievement of Research Objectives and impact
<p>Publication 3 - "AI vs. MBA: Who Wins the Future of Work? Integration of AI in Business" A panel report on the integration of AI in business and the evolving role of business education, La Rochelle, France.</p> <p>Published September 2025.</p>	<p><i>International Conference for Technologies and organisations, La Rochelle, France, July 2015.</i></p>	<p>Publication of an expert panel report.</p>	<p>RO4 – Demonstrate how ISW supports a more supportive environment for AI.</p>
<p><i>Association for Information Systems Award – Regulatory (Government) Impact award</i></p> <p>Applied for in November 2025, award won at AIS Conference, Nashville, 15th December 2025</p>	<p><i>Association for Information Systems</i></p>	<p>AIS Impact Award won</p>	<p>RO2 – Sets out what evidence has been produced and analysed to date, to develop the draft ISW.</p> <p>R05 - Generated significant expert academic interest in ISW and IDP implementation.</p>

Policy, conference and practitioner papers, and publications created during this research

Paper 1 – National evidence request letter for the ISW to NHS Wales CEOs and Innovation Leads, December 2021

Grwp Iechyd a Gofal Cymdeithasol
Health & Social Services Group



Llywodraeth Cymru
Welsh Government

Dear

Request for health and care evidence to support the new Welsh Government integrated innovation strategy.

Welsh Government is developing a new integrated Innovation Strategy for Wales, which is expected to be published in 2022. It is important that there is a strong health and care input to inform content of the new strategy and I have asked the Technology and Innovation team from the Health and Social Services Group to lead on a request for evidence.

Innovation Wales

Welsh Government published the current innovation strategy, *Innovation Wales*, in 2013. Although it has been successful in stimulating innovation delivery and support across Wales, the innovation landscape has changed considerably in the past eight years, for example as a result of the Well-being of Future Generations (WfG) Act, the UK's exit from the EU, the impact of Covid-19 and response to the pandemic.

Welsh Government is now developing a new integrated Innovation Strategy for Wales, which is being developed in line with the production of a UK Government strategy for innovation. The integrated Innovation Strategy for Wales (Innovation Strategy) will draw on a wide range of research and a report commissioned by the Innovation Advisory Council for Wales and stakeholder engagement to discuss findings and recommendations. The Innovation Strategy will also set out the direction and overarching priorities for innovation in Wales across all sectors and policy areas, with a clear focus on delivering against the Programme for Government, responding to a different UK policy context following exit from the EU and learning from the pandemic response.

It is important that development of this Innovation Strategy is informed by a broad contribution from health and care stakeholders.

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedli.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

Written Statement on Health and Care Innovation

The Minister for health and social services made a written statement on health and social care innovation in July (<https://gov.wales/written-statement-innovation-health-and-social-care>). The statement committed to consolidating existing health and social care innovation activity, and to engaging with key partners and stakeholders on future opportunities and delivery arrangements. It is also important that the health and care innovation programme complements, supports and drives the Innovation Strategy.

Request for evidence

To support health and social care components of the Innovation Strategy, evidence and comments are requested from all NHS [Wales](#) organisations and Social Care Wales on the following:

- Strengths and Weaknesses – views on the existing health and social care innovation landscape, for example through a high level SWOT analysis
- Policy Framework – views on what should be included in a national health and care innovation policy framework, with reference to specific tools, resources and guidance
- Support for innovation – views on how best to structure and organise support for innovation, at both national and regional levels
- Targeted investment – where should new innovation investment be prioritised to address system needs, challenges and opportunities
- Promoting and Rewarding Innovation – views on ways to promote & reward innovation, through financial and non-financial interventions
- Skills and Capacity – views on how to develop innovation skills, leadership and capability at all levels of the health and care system
- Working in Partnership – How best to support new national and regional collaborations between health and care organisations with industry, academia and the third sector
- Any further perspective your organisation feels to be relevant to the Innovation Strategy, we encourage you to think as broadly as possible.

This evidence will complement other engagement and contributions, helping to ensure that health and social care features prominently in the integrated Innovation Strategy for Wales, and informs delivery through the Health & Care Innovation Programme.

Please send your feedback to Tom James, Head of Innovation and Technology at [REDACTED] by Friday 28th January 2022.

I appreciate that there are currently a range of competing pressures, but nevertheless I hope you and your teams can contribute to this work, which will be an important part of future recovery and the reconfiguration of health and care services.

Yours sincerely



Ifan Evans

Director –Technology, Digital & Transformation
Welsh Government - Health & Social Services Group

*Cyfarwyddwr –Technoleg, Digidol a Thrawsnewid
Llywodraeth Cymru - Grŵp Iechyd a Gwasanaethau Cymdeithasol*

Paper 2 – Developing the ‘Healthier’ chapter of an Integrated Innovation Strategy for Wales. Health and Social Care and Early Years Group Policy Forum - 6th June 2022.

Developing the ‘Healthier’ chapter of an Integrated Innovation Strategy for Wales

Who will present: Tom James, Head of Innovation Policy and Strategy, HSCEY

Sponsoring Deputy Director: Dafydd Evans, Life Sciences and Innovation, HSCEY

PURPOSE

Policy Forum are asked to:

Receive an update on work undertaken across the Welsh Government and within HSCEY Group on the development of an Integrated Innovation Strategy for Wales, and to discuss the content of the draft ‘Healthier’ chapter.

INTRODUCTION

Welsh Government published the current business innovation strategy, *Innovation Wales*, in 2013; although it has been successful in stimulating innovation delivery and support across Wales, the innovation landscape has changed considerably in the past eight years. This strategy is no longer current.

Innovation Wales predates the Well-being of Future Generations (WFG) Act and therefore contains no commitments to the Act. It refers to several industrial key players that are no longer relevant to innovation in Wales. It predates the UK’s exit from the EU and therefore does not take into account the loss of European Regional Development Fund (ERDF) money. Much of the current support for research and innovation activity is delivered using ERDF, this includes programmes delivered externally to Welsh Government. It also predates the Covid-19 pandemic and its impact on the Welsh economy and job market, health care in Wales and the viability of research institutions and finally does not take account of the latest Programme for Government. Wales is therefore facing a future that is both precarious and full of opportunity, but without a transformational innovation strategy to guide government, businesses and academia.

To ensure currency and a more integrated approach to innovation across Welsh government portfolios, Cabinet signed up to develop a new Integrated innovation Strategy for Wales in 2021, of which health and social care (entitled ‘Healthier’ in keeping with the Well-being of Future generations Act) will occupy a main chapter.

Conference Paper 1 – The All-Wales Academy for Innovation in Health and Social Care.

Presented to the 16th European Conference on Innovation and Entrepreneurship - ECIE 2022
15-16 September 2022 Neapolis University Pafos, Cyprus

Tom James¹, Roderick Thomas², Daniel Rees² and Gareth Davies²

¹Welsh Government, Wales, UK ²School of Management, Swansea University, Wales, UK

Abstract: This paper presents the case of the All-Wales Intensive Learning Academy (ILA) for Innovation in Health and Social Care (IHSC), established in the context of the broader Regional Innovation System (RIS) (Braczyk et al., 1998, Pino and Ortega, 2018). Developing capacity and capability for innovation in the Health and Social Care sectors in South West Wales has been a longstanding endeavour alongside efforts to revitalise the region's economy. Welsh Government's recent initiative to establish Intensive Learning Academies to support development of senior leaders and managers within the Health and Social Care is a further endeavour within the RIS. The IHSC ILA in particular has relevant to this agenda, operating across Health & Social Care, with further engagement of private and third sectors. |

Delivered by a partnership of Swansea University, Cardiff & Vale University Health Board and the Bevan Commission, the initial phase of the IHSC has involved three of its core offerings being launched, engaging just over 200 learners. While the initiative is still in its early stages, it demonstrates potential to support the RIS as shown through consideration of *Region, Innovation, Network, Learning, and Interaction*. As this work continues, it offers potential learning for future phases of IHSC, and to other post-industrial regions grappling concurrent challenges relating to population health and economic development.

Keywords: Health, Social Care, Innovation, Wales

1. Introduction

The SouthWest Wales region is home to just under 700,000 people, mainly in the urban conurbations of Swansea and Neath Port Talbot, though with notable communities spreading westwards into the more rural counties of Carmarthenshire and Pembrokeshire. Combined, this region also accommodates 302,000 jobs and 22,000 businesses (SU, 2018b) across the Swansea Bay City Region (SBCR).

This geography broadly reflects the combined 'Swansea Bay and Western Valleys' and 'Pembrokeshire' regions originally defined within the 'fuzzy boundaries' of the Wales Spatial Plan (WAG, 2004), aligning with the areas of the University Health Boards covered by Swansea Bay and Hywel Dda within the ARCH (A Regional Collaboration for Health) initiative (ARCH, 2017).

Paper 3 – Draft Innovation Strategy for Wales and Innovation Delivery plan – NHS Wales Leadership Board paper, 18th October 2022

Time	Item	Action	Paper no / <u>Lead</u>
OPENING REMARKS			
14:00 – 14:03 3 Mins	Welcome and Introduction <ul style="list-style-type: none"> Apologies for absence 		Oral (Judith Paget – DG HSS / CEO NHS Wales)
14:03 – 14:05 2 Mins	Minutes of the previous meeting	Approve	NHSWLB(87)02 (JP)
14:05 – 14:20 15 Mins	Chief Executive's / DG update	Inform	Oral (JP)
Recovery and Redesign			
14:20 – 14:40 20 mins	More than just words / Mwy na Geiriau	Discuss	NHSWLB (87)03 Marian Wyn Jones Sioned Rees More than just words
14:40- 15:00 20 mins	DHCW Update - Cyber	Discuss	Jamie Graham Dr Owen Weeks
15:00- 15:25 25 mins	Innovation – Draft Innovation Strategy for Wales Delivery Plan	Discuss	NHSWLB (87)04 Tom James
15:25- 15:55 30 mins	Winter planning	Discuss	NHSWLB (87)05 Jeremy Griffith Samia Edmonds
Quality and Patient Safety			
15:55 – 16:15 20 mins	Maternity and Neonatal Safety Support Programme	Inform	Oral Sue Tranka Karen Jewell
Finance and Operational Performance			
16:15- 16:35 20 Mins	Finance and Budget update	Inform	Oral – paper to follow.....after meeting Steve Elliot
16:35- 16:55 20 Mins	Performance Overview Dashboard	Inform	NHSWLB (87)06 Jeremy Griffith
CLOSING REMARKS			
16:55 – 17:00 5 Mins	Any other business		

Sponsor: **Dafydd Evans, DD - Life Sciences and Innovation**
Contact: **Tom James, Head of Innovation and Technology**
Who will present: **Tom James**

This paper is for discussion and decision

PURPOSE

This paper proposes a practical, co-created delivery plan to NHS Wales Leadership Board, to support the new approach for health and care innovation in Wales proposed in the upcoming Innovation Strategy for Wales (ISW). This action plan is structured around three priority areas:

- 1. Create coherency across the innovation ecosystem – where every partner understands their role**
- 2. Focus innovation activity on organisational priorities and need – generating Innovation ‘Pull’**
- 3. Support adoption ready innovation, at scale**

ACTIVITY TO DATE AND TIMELINE

In September we presented to NHS Wales Leadership Board on the development of a new approach to health and care innovation in Wales. This presentation summarised the case for change, an evidence base and structured engagement with a range of stakeholders, as the work undertaken to develop the forthcoming Welsh Government ISW.


At the September meeting we gained consensus on the key themes of work to be undertaken, as based on the wide range of evidence generated but also independently verified by consultants Grant Thornton in their May 2022 report ‘Realising value from Innovation in Health’.

Since then, the consultation on the ISW has closed, with a range of feedback provided. We have addressed this feedback through some amendments and rewording of the ISW Mission and Key themes, whilst ensuring their alignment to the Health and Care Innovation programme pillars, as supported by the evidence.

The delivery plan proposed below begins the process of delivering the ISW, which will be launched in early 2023. This delivery plan also links to our ongoing work to drive innovation as one of the University Health Board designation criteria (alongside the criteria of Research and Development, Teaching and Education). Progress on this agenda will be monitored through

Paper 4 – Developing an Innovation Strategy for Wales – Final version of the ISW Health and Wellbeing mission, HSCEY Executive Directors Team, 11th January 2023

EDT Meeting agenda - 11th January 2023.

1.	Chair/DG Update	Oral
2.	Note of last meeting / Action log	Paper
3.	Comms Update (Rebecca Tune)	Paper
4.	WG Innovation Strategy for Wales – Health and Wellbeing mission (final) (Tom James)	 EDT - Health and Wellbeing mission - lr
5.	People Survey (Helen Arthur)	Paper
6.	Health & Safety (Helen Arthur)	Paper
7.	BIRT PfG Update	Paper
8.	Integrated Community Care Service (Matt Jenkins)	Paper
9.	AOB	

***EDT(500)05
11.01.2023***

Paper 5 – Wales Innovates - Our Innovation Strategy for Wales: Creating a stronger, fairer, greener Wales, Integrated Impact Assessment for Health – January 2023

Title of proposal:	Wales Innovates: Creating a Stronger, Fairer, Greener Wales
Official(s) completing the Integrated Impact Assessment (name(s) and name of team):	Tom James, Technology and Innovation Team - for Health and Social Services Group
Department:	Economy, Treasury and Constitution, Health and Social Services, Education, Climate Change
Head of Division/SRO (name):	Duncan Hamer – Director, ESNR Group.
Cabinet Secretary/Minister responsible:	Minister for Economy Minister for Health and Social Services Minister for Climate Change Minister for Education
Approval Date:	12th January 2021

Paper 6 – IDP Workshop 1 – ‘Innovation Pull’ leads – Friday 27th January 2023

Innovation Pull - Innovation Delivery Plan workshop 1

Friday 27th January 2023 – Life Sciences Hub Wales

10am	Welcome and workshop objectives	<u>Facilitators:</u> Tom James and Sion Charles
10:10am	Strategic context – A new vision for the Health and Care innovation ecosystem in Wales Innovation Strategy for Wales, key themes	Paul Mears (CEO – CTMUHB and Lead NHS Wales CEO for innovation) Dafydd Evans (DD for Innovation and Life Sciences, WG) Tom James, Head of Innovation, WG
10:25am	Network forming – Innovation structures and priority areas – <u>Round 1</u> - Current innovation and adoption infrastructure - Organisational priority and need areas, generating an ‘innovation pull’ to the wider ecosystem. -	World Café exercise (Sion lead) All NHS Wales Executive leads and teams to present – <i>see instructions in covering email.</i>
11:15am	Coffee break	
11:30pm	Network forming – Innovation structures and priority areas – <u>Round 2</u> - Current innovation and adoption infrastructure - Organisational priority and need areas, generating an ‘innovation pull’ to the wider ‘push’ ecosystem	World Café exercise (Sion lead) All NHS Wales Executive leads and teams to present - <i>see instructions in covering email.</i>
12:30pm	Lunch and networking	
13:15pm	Alignment of NHS Wales innovation ‘pull’ with the wider ‘innovation push’ ecosystem <u>Q1.</u> How do we create greater coherency across the innovation ecosystem, so everyone has a clear role? <u>Q2.</u> What support do NHS Wales Innovation Leads want from the ‘Push’ ecosystem – <i>linked to ‘Pull’ priorities.</i> <u>Q3.</u> How do we coordinate adoption ready innovation from the external ecosystem (the ‘innovation push’ offer) into NHS Wales more effectively.	Table workshop and discussion (Tom lead) 15 minutes table discussion per question – <i>All feedback via Menti-meter</i> 10-15 minutes discussion per question
14:30pm	Feedback, Collective sign up and ownership to the Innovation Delivery Plan and next steps	Tom/Sion All – All to summarise via Menti-meter Dafydd – Closing remarks
15:00pm	Workshop close	

Paper 7 – IDP Workshop 2 - Innovation Push delivery leads

Innovation ‘Push’ – Innovation Delivery Plan workshop 2

Friday 3rd March 2023 – Life Sciences Hub Wales

10am	Welcome and workshop objectives	Facilitators: Tom James and Sion Charles
10:10am	<p>Launch of the Innovation Strategy for Wales</p> <p>Strategic context – A new vision for the Health and Care innovation ecosystem in Wales</p> <p>Innovation Strategy for Wales, key themes</p>	<p>Eluned Morgan AM, Minister for Health and Social Services (video message)</p> <p>Paul Mears (CEO – CTMUHB and Lead NHS Wales CEO for innovation)</p> <p>Dafydd Evans (DD for Innovation and Life Sciences, WG)</p> <p>Tom James, Head of Innovation, WG</p>
10:25am	<p>Network forming – ‘Innovation push’ offer</p> <ul style="list-style-type: none"> - Your organisation’s innovation purpose and function - Your innovation ‘offer’ to the ecosystem 	<p>World Café exercise (Sion to lead)</p> <p>All - Delivery leads & teams to present (<i>see instructions in covering email</i>)</p>
11:15am	Coffee break	
11:30pm	<p>Network forming – ‘Innovation push’ offer</p> <ul style="list-style-type: none"> - Your organisation’s innovation purpose and function - Your innovation ‘offer’ to the ecosystem. 	<p>World Café exercise (Sion to lead)</p> <p>All - Delivery leads & teams to present (<i>see instructions in covering email</i>)</p>
12:30pm	Lunch and networking	
13:15pm	<p>Coherence – Aligning the ‘innovation push’ offer with ‘innovation pull’ from NHS Wales.</p> <p><u>Q1.</u> How do we create greater coherency across the innovation ecosystem, so everyone has a clear role?</p> <p><u>Q2.</u> What do NHS Wales Innovation Leads want from the ‘Push’ ecosystem – <i>linked to ‘Pull’ priorities.</i></p> <p><u>Q3.</u> How do we coordinate ‘adoption ready innovation’ from innovation ‘push’ actors into NHS Wales more effectively?</p>	<p>Tom to feedback from NHS Wales Innovation Executive leads workshop on 27th January.</p> <p>Table workshop and discussion</p> <p>15 minutes table discussion per question – <i>All feedback via Menti-meter</i></p>
14:30pm	Feedback, Collective sign up and ownership to the Innovation Delivery Plan and next steps	<p>Tom/Sion</p> <p>All – <i>All to summarise via Menti-meter</i></p>
15:00pm	Workshop close	

Paper 8 – IDP Workshop 3 - Innovation Pull and Push leads

Final Innovation Delivery Plan workshop 3 Ecosystem leads for Innovation ‘Pull’ and Innovation ‘Push’

Friday 31st March 2023 – Life Sciences Hub Wales, Cardiff Bay

10am	Welcome and workshop objectives	Facilitators: Tom James and Sion Charles
10:10am	Delivering our vision for the Health and Care innovation ecosystem in Wales Feedback from work to date and NHS Wales Leadership Board (Key projects highlighted in action plan below.)	Paul Mears (CEO – CTMUHB and Lead NHS Wales CEO for innovation) Dafydd Evans (DD for Innovation and Life Sciences, WG) Tom James, Head of Innovation and Technology, WG
10:30am	Network convening – ‘Innovation pull’ priorities. Aligning activity and targeted conversations.	Network exercise - Sion to lead <u>Pull teams to present and discuss</u> (see instructions in covering email)
11:15am	Coffee break	
11:30pm	Network convening – ‘Innovation push’ offer. Aligning activity and targeted conversations.	Network exercise - Sion to lead <u>Push Teams to present and discuss</u> (see instructions in covering email)
12:15pm	Lunch and networking	
13:00pm	Delivering the Innovation Delivery Plan - gaining consensus on co-delivery. Actions under Theme 1 – Ecosystem coherency Actions under Theme 2 – Innovation priorities Actions under Theme 3 – Innovation adoption	Tom to present Innovation Delivery Plan and progress to date. 20 minutes table discussion per question – followed by 10 minutes of group feedback. <i>All to log feedback via Menti-Meter</i>
14:40pm	Feedback, Collective sign up and ownership to the Innovation delivery plan and next steps	Tom/Sion/All
15:00pm	Workshop close	


Paper 9 – Establishing a new innovation approach in Wales and the Innovation Delivery Plan - NHS Wales Leadership Board update, April 2023




Time	Item	Action	Paper no / Lead
	OPENING REMARKS		
14:00	1. Welcome and Introduction <ul style="list-style-type: none"> • Apologies for absence 		Oral Judith Paget
14:03	2. Minutes of the previous meeting	Approve	NHSWLB(91)02 Judith Paget
14:05	3. Chief Executive's / DG update	Inform	Oral Judith Paget
	Finance and Operational Performance		
14:15	4. Finance and Budget update	Inform	Hywel Jones Paper to follow
14:45	5. Performance Overview Dashboard	Inform	Jeremy Griffith NHSWLB(91)05
	Recovery and Redesign		
15:00	6. Primary Care Contract Reform Update	Inform	Paul Casey NHSWLB(91)06
15:30	7. 111 <i>Update on the latest position for the service, including governance and performance and delivery mechanisms</i>	Discuss	Nick Wood Hayley Floyd NHSWLB(91)07
15:50	8. Innovation <i>Work to establish a new innovation approach in Wales, feedback from NHS Wales executive leads for innovation and the Innovation Delivery Plan.</i>	Discuss	Mike Emery Tom James NHSWLB(91)08
16:10	9. Independent Review of National Commissioning Functions	Inform	Samia Edmonds NHSWLB(91)09
16:00	10. Critical Care Workforce Update	Inform	Caroline Lewis
	Quality and Patient Safety		
16:30	11. New policy framework		Carys Thomas
	CLOSING REMARKS		
16:50	12. Any other business		

Publication 1 - Challenges, innovation opportunities, and lessons learned from a prolonged organizational crisis: A case exemplar of the National Health Service Wales.

Chapter 2 - Challenges, innovation opportunities, and lessons learned from a prolonged organizational crisis: A case exemplar of the National Health Service Wales

[Daniele Doneddu](#)^a, [Gareth H. Davies](#)^a, [Thomas James](#)^b, [Thomas E. Howson](#)^c, [Naomi S. Joyce](#)^d, [Daniel J. Rees](#)^a

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Abstract

The COVID-19 pandemic has dramatically impacted the traditional approaches to work. Within the healthcare sector, new and changed ways have created disruptions and challenges; however, opportunities to innovate and disrupt the status quo have also arisen. Our experiences of conducting the independent pan-Wales Welsh Government/NHS Wales COVID-19 Innovation and Transformation Study offer the opportunity to reflect on and evaluate the coronavirus-related challenges within the NHS Wales (NHS-W) and nationally, and how these have been tackled through the multifaceted response and innovation opportunities generated by the [health and social care](#) staff of the [National Health Service](#) in Wales. Our work has encompassed a multistage design for data collection and analysis, with extensive access to the entirety of the [National Health Service](#) in Wales. We also discuss and reflect on the digital transformation of health services and health infrastructure, as well as the many product and process innovation solutions that were devised in the NHS in response to the pandemic.

Conference Paper 2 – Innovation in practice: Developing a coherent health and social care innovation ecosystem, as part of implementing an Innovation Strategy for Wales.

Developing a coherent health and social care innovation ecosystem, as part of implementing an Innovation Strategy for Wales - Paper presented at ISPIM Ljubljana conference, June 2023.

Innovation in Practice: Developing a coherent health and social care innovation ecosystem, as part of implementing an Innovation Strategy for Wales.

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Abstract: This paper discusses the development of a new Innovation Strategy, to shape the health and social care innovation ecosystem in Wales. The last decade has seen significant development in the innovation infrastructure, but there is a need for improved alignment, greater strategic leadership, scaled innovation adoption and replacement funding. The innovation strategy aims to create a culture of innovation at all levels of the health and social care system, generating innovation 'pull' from health and care organizations working with a dynamic external innovation environment providing innovation 'push'. This innovation ecosystem will support NHS and Social Care Wales in delivering their pandemic recovery strategies, identifying opportunities to lever additional funding and better support the adoption of innovation at scale. Improved coordination and alignment of existing initiatives, partners, and platforms will lead to greater innovation impact, value and reach.

Keywords: Innovation; Ecosystem; Wales; Healthcare; Social Care; Strategy; Policy Framework; Leadership.

Conference Paper 3 – Developing a national research and evidence base for the Health and Wellbeing chapter of the Welsh Government’s 2023 Innovation Strategy for Wales

Developing a national research and evidence base for the Health and Wellbeing chapter of the Welsh Government’s 2023 Innovation Strategy for Wales

18th European Conference on Innovation and Entrepreneurship, 21-22 September 2023, ~~Universidade Portucalense~~, Porto, Portugal

Thomas James¹, Dr Daniel Rees², Dr Roderick Thomas², Lisa Rinaldi², Edward Miller², Prof Gareth Davies²

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Abstract

This paper presents research informing the Welsh Government’s (WG) Health and Wellbeing chapter of the new Innovation Strategy for Wales (ISW). WG recognises the need for a [cross portfolio Innovation Strategy](#) to bring greater coherence and alignment to our existing Welsh health and social care innovation ecosystem, particularly in a post EU environment. This approach aims to support greater collaboration between healthcare, industry, academia and the third sector to deliver greater impact and value (Davies *et al*, 2021) by developing, sharing and adopting innovative practice, leadership and skills development and supporting new technology development (WG, 2018).

As part of the development process, key stakeholders were identified as part of an innovation ‘push’ and innovation ‘pull’ nexus (Chesbrough, 2003) approach. Organisations were categorised into domains of health and social care providers, innovation infrastructure, technology platforms, innovation centres, and partnerships across Wales’s health and life sciences ecosystem.

A qualitative, action research led approach was used to derive the key themes supporting development of the ISW health chapter. Multi-sector consultations were conducted with experts from various fields, including health, social, care, research, and technology. Our analysis of qualitative data collected through an extensive consultation process led to the emergence of areas of prioritisation for the ISW.

Three areas of prioritisation were identified in the analysis:

4. Creating coherency across the innovation ecosystem, where every partner understands their role.
5. Focusing innovation activity on NHS Wales organisational needs/priorities, generating ‘Innovation Pull’.
6. Creating an ‘adoption ready’ pipeline of innovation externally into health and social care at scale, creating an ‘Innovation Push’ offer.

The ISW aims to create the optimal conditions for an innovation ecosystem underpinned by clear infrastructure and a robust policy framework, which has the full support from health and social care leadership, to create a culture of innovation at all levels of the health and social care system. The ISW was launched on 27th February 2023, with full political support from the Welsh Government Cabinet; a majority Labour party government supported by the Plaid Cymru party, as part of their 2021 Welsh election cooperation agreement.

Conference Paper 4 – Using an action research approach to develop the health and social care component of an Innovation Strategy for Wales.

Using an Action Research Approach to Develop the Health and Social Care Component of an Innovation Strategy for Wales.

International Symposium on Technology and Society (ISTAS23) 13th – 15th September 2023, Swansea University, Wales.

Thomas James¹, Dr Daniel Rees², Dr Roderick Thomas², Prof Gareth Davies²

¹ *Life Sciences & Innovation Division, Health & Social Services Group, Welsh Government, UK*

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MOTIVATION

This paper discusses the development of an Innovation Strategy for Wales (ISW), with a supporting innovation action plan, for the Health and Social Care ecosystem in Wales.

This new innovation ecosystem will support NHS Wales and Social Care Wales to recover from the COVID-19 pandemic, identify opportunities to lever additional innovation funding and support greater adoption of innovation at scale. Greater coherency across existing initiatives, partners, and platforms will lead to increased innovation impact and value.

A qualitative, action research led approach was used to derive the key management themes supporting development of the health and social care component of the ISW. National consultations were undertaken with sector experts including health, social, care, research, and technology. The analysis of a broad range of qualitative data, collected through several exercises, led to areas of prioritisation for the ISW, with a range of specific commitments.

CONTEXT

The last decade has seen significant development in the Welsh innovation infrastructure, bringing about a need for improved alignment, greater strategic leadership, scaled innovation adoption and additional, replacement funding sources.

Between 2007 and 2020, Wales registered the largest drawdown of European Structural and Investment Funds (ESIF) per capita across all regions of the UK. This financial support played a crucial role in Research, Development and Innovation enabling Welsh researchers, entrepreneurs, and businesses to develop new infrastructure, platforms, jobs, and drive both healthcare value and economic growth.

But Wales is now in a post Brexit era, where ESIF funds are no longer available, which brought about a new focus for the Welsh Government's ISW to be responsive to the needs of the population and consider alignment with the UK Government's plans for the UK Shared Prosperity Fund (UKSPF). It is the UKSPF which aims to replace the European Regional Development Fund (ERDF) and European Social Fund (ESF) (UK Gov 2021). The UKSPF represents a cut in the overall funding equating to approximately £10 million shortfall per year for Wales, representing £450,000 per local authority. These challenging circumstances coincide with a period of managing a path towards recovery from the COVID-19 pandemic (WG, 2021).

Conference Paper 5 - Developing an innovation action plan to implement the Health and Wellbeing chapter of the Welsh Government's 2023 Innovation Strategy for Wales

Developing an innovation action plan to implement the Health and Wellbeing chapter of the Welsh Government's 2023 Innovation Strategy for Wales

This paper was presented at ISPIM Connects Salzburg – The Sound of Innovation, on 11-13 December 2023.

Event Proceedings: LUT Scientific and Expertise Publications: ISBN 978-952- 65069-4-4

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Abstract

This submission describes the development of a set of national innovation projects that support the commitments made in Wales Innovates: our Innovation strategy for Wales - <https://www.gov.wales/innovation-strategy-wales>. These projects form an innovation action plan, which has been developed in partnership with key actors from across the healthcare innovation community, the NHS Wales Innovation Leads group, in direct response to the needs identified from analysis of the national evidence base developed for Wales Innovates. The innovation action plan was agreed by the Welsh Government's Ministerial Cabinet on 5th October and was subsequently published on October 27th, 2023.

Keywords

Innovation; Ecosystem; Wales; Healthcare; Social Care; Strategy; Policy Framework; Leadership.

Background

Since late 2022, Welsh Government (WG) officials from the Healthcare Innovation Strategy team have been working to reposition healthcare innovation policy, in line with the development of Wales Innovates: The Welsh Government's Innovation Strategy for Wales (ISW) (WG, 2023) a. A qualitative, action research led approach was used to develop the ISW health chapter. Multi-sector consultations were conducted with experts from various fields, including health, social, care, research, and technology. Our analysis of qualitative data collected through an extensive consultation process led to the emergence of areas of prioritisation for the ISW Evidence base.

Paper 10 – Implementing the Innovation Delivery Plan policy paper - presented to the WG Chief Digital and Innovation Officer and senior team, December 2023

Innovation Strategy for Wales – Implementing the Health and Wellbeing mission of the Innovation Delivery plan.

Purpose of this paper

This paper:

- Provides an update on implementation of *Wales Innovates*: our Innovation Strategy for Wales (ISW) to the CDO team. The ISW launched on 27th February 2023 and the subsequent Innovation Delivery plan which launched in October 2023.]
- Demonstrates the development of national innovation infrastructure, linked to the future national role of the NHS Executive.
- Highlights the strong innovation community contribution to lead work, share knowledge and distribute expertise to support the wider system to innovate.

Background

Working from guidance from NHS Wales Leadership Board in 2022, WG Innovation policy officials have been working with the healthcare innovation community to reposition innovation policy, to align with the development and implementation of the ISW. Three priorities framed the Health and Wellbeing mission chapter of the ISW:

1. Create coherency across the innovation ecosystem – where every partner understands their role.
2. Focus innovation activity on organisational priorities and need – generating Innovation ‘Pull.’
3. Support adoption ready innovation, at scale.

Paper 11 – Interview with Judith Paget CBE– Director General, Health Social Care and Early Years Group, Welsh Government / Chief Executive Officer – NHS Wales, March 2024.

Interview Transcript

Tom James (TJ) - Thank you for agreeing to do an interview for my research on ‘Developing the Health and Wellbeing mission of the Innovation Strategy for Wales (ISW), and subsequent Innovation Delivery Plan (IDP).’

The interview questions I sent in advance request your views and your experiences of innovation, what is working well, what can be improved and what we need to do more of in the future. This will help inform and validate the direction of the ISW and IDP going forward.

CEO/DG (JP) - Thanks Tom, I have considered the questions and put some thoughts down.

TJ – Can you provide some of your career reflections on innovation, based on your experience as an NHS Wales and University Health Board Chief Executive, but more recently as Director General for Health and Social services in Welsh Government and as overall Chief Executive for NHS Wales. This will include what has worked well so far, but also what you think could be improved upon.

JP – So my general reflection is that the NHS in Wales generally has varying degrees of success in developing innovation approaches and encouraging innovation amongst its staff.

A Healthier Wales (AHW) was published in 2018 with specific actions, which brought a greater focus on innovation. I think since AHW we needed to innovate our way through Covid-19, which triggered quite a movement in this area, from changing the way we work, to new technologies. We were forced to go at speed to resolve and respond to what the pandemic brought, with resourcing less of an impediment to improvement and a unified focus on trying to do things once for Wales.

The Welsh Government 2023 Innovation Strategy for Wales (ISW) with its specific mission on health and wellbeing is, since AHW, a strong indicator to the system about what we want to do and how we will work.

**Paper 12 – Implementing the Innovation Delivery Plan, Update to NHS
Wales Leadership Board Paper –21st May 2024**

NHS WALES LEADERSHIP BOARD

Tuesday 21 May - 14:00-17:00

Time	Item	Action	Paper no / Lead
OPENING REMARKS			
14:00 – 14:03 (3min)	Welcome and Introduction <ul style="list-style-type: none"> Apologies for absence 	Inform	Judith Paget (Oral)
14:03 – 14:05	Minutes of the previous meeting	Decision	Judith Paget NHSWLB(105) 02
14:05 – 14:15	Chief Executive’s / DG Update	Inform	Judith Paget (Oral)
Finance and Operational Performance			
14:15 – 14:35	Making changes to reduce harm: culture, mindset, systems and measurement	Discuss	Ruth Crowder / Rhian Matthews /Siobhan Lewis NHSWLB(105) 04
14:35- 14:50 (15 min)	Quality statement for maternity and neonatal care	Discuss	Karen Jewell
14:50 – 15:20 (30min)	Performance Update including Stroke Bundles	Inform	Jeremy Griffith NHSWLB(105) 06
15:20 – 15:40	Finance and Budget Update	Inform	Hywel Jones Paper to follow
Service Development			
15:40 – 15:50	Clinical Coding	Inform	Helen Thomas NHSWLB(105) 08
15:50 - 16:05	Implementing the Innovation Delivery Plan - Update	Discuss	Tom James NHSWLB(105) 09
16:05- 16:25	Primary Care Contract Mandates for change	Discuss	Paul Casey / Sue Morgan NHSWLB(105) 10
16:25- 16:40	Third sector commissioning processes	Discuss	Hayley Thomas
Other Issues			
16:40 – 16:55	Welsh Language Commissioner Regulatory Director	Discuss	Osain Llewellyn NHSWLB(105) 12
CLOSING REMARKS			
16:55 – 17:00	Any Other Business	Inform	Judith Paget

Developing National innovation infrastructure to deliver value in line with the 2023 Innovation Strategy for Wales

Sponsors: Mike Emery / Tom James
Contact: Tom James *ext.:* [REDACTED]
Who will present: Tom James, Head of Innovation Strategy and Policy

Purpose of this paper:

- Presents NHSWLB with progress made to develop national innovation infrastructure, which will support NHS Wales staff and organisations to innovate against key priorities; delivering improved value and health and care outcomes.
- Demonstrates continued support for the Welsh innovation policy agenda, maintaining momentum in line with UK and global systems.
- Requests NHSWLB leadership and direction to successfully integrate this national innovation infrastructure across NHS Wales organisations, to realise impact at a national level.

Starting with the strategic context, the paper provides an overview of the developments to date including the newly developed National Innovation Framework, the projects that are being completed as part of delivering on the national infrastructure for innovation in Wales, and a summary of key areas of development including as part of UK commitments and activities that bolster the innovation capabilities and capacity.



1. Strategic context

Work has been undertaken since 2022 in Wales to refocus the innovation policy agenda across both health and social care. This has informed the delivery of the Health and Wellbeing mission chapter of Wales Innovates, the 2023 Innovation Strategy for Wales and subsequent Innovation Delivery plan.

Under *Wales Innovates*, innovation is defined as ‘the creation and application of new knowledge’. This includes new knowledge to support business efficiencies, operational, life sciences, social and behavioural innovation. Innovation can come from teams and individuals working in health and care organisations, to support new and different ways of working, with local innovators or industry more widely including small to medium enterprises (SME) and large companies and corporations. It is important to note that this paper does not present the entirety of the work taking place to support the delivery of the Innovation Strategy and that this represents the ‘inward facing’ activities that can support health and care workforce, in particular within NHS Wales.

Paper 13 – Internal WG IDP - Health and Wellbeing Mission progress update – September 2024

Health and Wellbeing Mission progress update - September 2024			
“A coherent innovation ecosystem, where the health and social care sector collaborates with industry, academia and the third sector to deliver greater value and impact for citizens, the economy, and the environment.”			
Increase Health and Social Care Research, Development and Innovation support and investment against the 6 ministerial priorities in the 2022-25 NHS Wales planning framework.	Milestone	Status	Progress update
Align health and social care innovation activity and investment to support delivery and progress against the six Ministerial priorities and delivery of the Innovation, Technology and Partnerships Programme.	2023-24 2024-25	Active	<p>We have aligned major areas of our £12.9 m Innovation, Technology and Partnerships Programme to the 6 ministerial priorities through:</p> <ul style="list-style-type: none"> - Regional Innovation Coordination Hub annual activity plans - Health Technology Wales topic calls and assessments - Small Business Research Initiative (SBRI) challenges; to include a ‘cancer challenge’ within its work programme that starts on 10th September 2024
Welsh Government and Health and Care Research Wales will implement the plan for Health and Care Research activity in Wales.	2023-24 2024-25	Active	<p>An annual budget of £47m has been ringfenced (any budget figures subject to current review).</p> <p>Wales has agreed with National Institute for Health and Care Research (NIHR)¹ in England and with our counterparts in Scotland and Northern Ireland a substantial expansion of access to NIHR funding schemes for the devolved nations. This will enable Welsh researchers to apply for a much wider range of project funding.</p>

Paper 14 – Press release: Launch of the Health and Social Care Innovation Wales infrastructure and resources, March 2025

Health and Social Care Innovation Wales (HSCIW) – supporting the healthcare system to innovate.

Health and Social Care Innovation Wales (HSCIW) is a range of innovation infrastructure, which has been developed by leaders across the health and social care community in Wales, funded by Welsh Government. HSCIW brings together people, networks and resources from across the innovation ecosystem, enabling NHS Wales and Social Care staff to find the support they need to develop and implement innovation in priority areas, helping to improve patient outcomes and deliver better value.

The Innovation Framework

At the centre of the HSCIW infrastructure is the Innovation Framework, developed as a specific commitment made in [Wales Innovates](#): the Welsh Government’s 2023 Innovation Strategy for Wales.

Shaped by the experience of NHS Wales innovation teams over the past decade, the framework draws on international best practice, including the ISO56000: International Standard on Innovation Management, technology readiness levels, and design thinking.

The framework provides a structured approach to innovation, offering clear guidance on developing, testing, and scaling innovative ideas, products, practice and services - providing relevant tools, advice, and connections at each framework stage.

Connecting Innovators to the right support

The central network supporting HSCIW is the NHS Wales Innovation Leads Group, which brings together innovation teams and lead from across NHS Wales, Social Care Wales Academia and Government.

These experts provide strategic advice and connections while maintaining strong links with partners across Wales, the UK, and internationally. HSCIW is aligned with Life Sciences Hub Wales, the Bevan Commission and the Innovation and Transformation Intensive Learning Academy amongst many others, ensuring key partners are engaged at the right stage of the framework.

HSCIW resources also complement Ymlaen: The Social Care Wales Research, Innovation and Improvement strategy, whilst recognising there are some important differences

between how NHS Wales and Social Care staff will use the Innovation Framework and HSCIW resources.

Building a sustainable innovation culture across health and social care

Developed in response to the evolving needs of the sector, HSCIW is part of the 2024 NHS Wales Planning Framework. By improving access to existing expertise and resources, HSCIW aims to create the foundation for sustainable innovation across Wales. As HSCIW evolves, new tools and resources will be introduced, shaped by ongoing user feedback and real-world testing.

An online workshop showcasing the HSCIW resources was hosted by the NHS Wales Innovation Leads group, at 1pm on Thursday 27th March, 2025 with over 130 practitioners registered.

Publication 2 - Building a Digital Health Innovation Ecosystem: Tech-Push, Demand-Pull, and Government Policy

[Published by the *Information Systems Journal* in December 2025]

Building a Digital Health Innovation Ecosystem: Tech-Push, Demand-Pull, and Government Policy

Abstract

Health and social care are at a pivotal point, encountering complex and multifaceted systemic and workforce related challenges. Governments have identified the need to redefine health and social care services to address the evolving needs of both patients and service providers. Yet, there is a struggle to balance the interrelatedness of the social and technical aspects of sector-wide change initiatives, and little is known about the dynamics of the technology-push and demand-pull nexus when scaling effective healthcare initiatives beyond the incremental pilot-phase, to national levels. This paper addresses this knowledge deficit by drawing on insights gained through the formation and launch of the Health and Social Care Innovation Wales ecosystem. It introduces an innovation impact matrix to support public policy advisors and innovation strategists to understand how interactions between economic value and healthcare value can impact the ecosystem. The paper provides policy makers, innovation leads, and health and social care managers a set of recommendations to mitigate the strategic and operational challenges of orchestrating and scaling a digital health innovation ecosystem.

Introduction

Innovation in adult social care is like innovation in healthcare: it often fails to deliver. There are many ideas and innovations with great potential, but there can be difficulties in their national spread (Wilson, 2021, p.35).

Digital innovations potentially play a transformative role in the design and delivery of the United Kingdom's (UK) health and social care services (Jones, 2024). However, the healthcare sector has historically struggled to systematically develop and adopt evidence-based innovation, at scale. Several factors contribute to this challenge: (i) systemic complexity issues within UK's National Health Service (NHS) regarding innovation, (ii) a top-down, overly product-focused approach to innovation, (iii) risk aversion linked to patient safety considerations, (iv) insufficient delegation of authority, (v) lack of co-design with stakeholders involved in the supply and demand of technologies (vi) facilitating commercialisation and industry access to the NHS and (vii) an emphasis on system change over the generation of new ideas (Wilson, 2021; UK Parliament, 2024). For instance, it is commonly reported that relatively straightforward innovations with demonstrated high clinical and cost effectiveness face adoption difficulties across the NHS (The King's Fund, 2018). To address these challenges and harness digital innovation to revolutionise service design and delivery, healthcare organisations are investing in innovation ecosystems. This approach promises to allow access to unique resources within the ecosystem and the implementation of mutually beneficial activities (Deloitte, 2020).

Publication 3 - AI vs. MBA: Who Wins the Future of Work?

A Panel Report on the Integration of AI in Business and the Evolving Role of Business Education.

Accepted for publication in the Communications of the Association for Information Systems on 12th September 2025



Communications of the
Association for
Information Systems

**AI vs. MBA: Who Wins the Future of Work?
A Panel Report on the Integration of AI in Business and the
Evolving Role of Business Education.**

Journal:	<i>Communications of the Association for Information Systems</i>
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Keywords:	Future of Work, Artificial Intelligence, Business Education, Higher Education, AI Skills, AI Literacy, Curriculum Reform

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Manuscripts

Ministerial Speeches and Statements produced during the ISW and IDP development process.

Paper A - Speech to open IDP Innovation Push ‘Workshop 2’ by Eluned Morgan AM, Minister for Health and Social Services: ‘The Innovation Strategy for Wales’ Friday 3rd March 2023

“Good morning, everyone – Bore da pawb. Whilst I am sorry, I cannot be with you today in person, I am however grateful to be able to introduce today’s innovation delivery plan event, which brings together delivery leads from across our health and social care innovation ecosystem.

This event is very timely – I am proud to announce that on Monday my Ministerial colleagues and I launched the Innovation Strategy for Wales, which sets out a vision of how innovation can support the delivery of our Programme for Government commitments, across all our portfolio areas.

It is important this Strategy sets an integrated Welsh ambition for innovation, particularly in a post EU funding environment, where Wales must look for new funding opportunities to replace those no longer available to us.

Whilst challenges continue to exist, it remains an exciting time for innovation, on several different levels.

Over the last decade we have seen a significant development of the health and care innovation ecosystem in Wales, through a range of new policies, infrastructure, funding, teams, and activity.

In the past three years we have also seen first-hand the important role innovation has played in supporting the NHS and social care response to Covid-19, with a huge amount of transformation taking place and often under the most difficult conditions.

And with the launch of an Innovation Strategy for Wales, we set out a new innovation vision, that will create the right conditions to bring greater coherency to a rich innovation ecosystem.

The Innovation Strategy will bring together citizens, public sector, business, academia and the third sector in more impactful ways to create new partnerships and solutions that will result in additional value for Wales.

Whilst the Innovation Strategy is led by Welsh Government, it can only be delivered through partners such as yourselves, to deliver its four mission themes of the Economy,

Education, Health and Wellbeing and Climate and Nature. Political interest, buy in and expectations have never been higher, so it will be crucial to bring the Innovation Strategy to life and deliver it through a co-created innovation delivery plan.

It will also be important to be able to measure the impact of the Innovation Strategy through a range of metrics such as Value Based Healthcare, economic development, educational attainment, carbon reduction and securing new innovation funding.

We will continue to support the innovation agenda through our recently rebranded Innovation, Technology and Partnerships programme, which provides nearly £14 million annually to create the optimal conditions for innovation to flourish.

You all have an important role to play in bringing the Innovation Strategy for Wales to life, delivering against its health and well-being mission and key priorities. Our approach for health and social care is centred on a model of aligning ‘innovation pull’; based on health and care system need, with a clearer external ecosystem offer; creating ‘innovation push’.

As an example of taking this approach forward, Health Technology Wales are aligning their topic calls this year to the six Ministerial priorities I have asked NHS Wales organisations to focus on:

- Tackling delayed transfers of care.*
- Primary and Community Care.*
- Urgent and Emergency Care.*
- Planned Care and Recovery.*
- Cancer services.*
- Mental Health services.*

This matching of system offer - ‘innovation push’ - with system need - ‘innovation pull’ - ensures we focus innovation and technology where they are needed most, on our agreed system priorities.

From Judith Paget’s letter to you on 25th November 2022, you will see that a health and social care innovation delivery plan is already in development, to support delivery of the Innovation Strategy for Wales.

Today’s workshop will give you the chance to co-develop that innovation delivery plan so innovation can meet our health and social care system needs, maximising the potential we have in Wales.

I look forward to working with you to drive the innovation agenda forward over the coming months. Diolch yn fawr pawb – thank you everyone.

Paper B - Written Statement by Vaughan Gething AM, Minister for the Economy to publish the Welsh Government's Innovation Delivery Plan, October 2023

WRITTEN STATEMENT BY THE WELSH GOVERNMENT

TITLE **Publication of Welsh Government Innovation Delivery Plan**

DATE **17th October 2023**

BY **Vaughan Gething, Minister for the Economy**

I welcome this opportunity to write to Members and update them on the publication of our Innovation Delivery Plan.

In February, we published a new Innovation Strategy: Wales Innovates which pointed the way to a different approach to innovation. It adopted a mission-based approach, promoting multi-disciplinary collaboration and best practices whilst aligning with the aims of our Programme for Government.

At that time I made a commitment to publish an Innovation Delivery Plan which would further empower all stakeholders to work collaboratively towards shared goals for innovation, as well as leveraging investment for projects from external sources, such as the UK Government, where we have common objectives.

That plan is now complete. Working collaboratively across Government, and in line with the commitments made in our co-operation agreement with Plaid Cymru, the missions in the Strategy now have parallel actions and milestones in the Plan. There are also underpinning commitments to geographic and demographic equality alongside the joined-up way of working. The benefits of innovation must be shared by everyone in Wales.

As with the Strategy, the Plan is designed to be a living document which will evolve as actions are taken and new opportunities and priorities emerge.

We have already started creating these opportunities. In April, Welsh Government signed a Memorandum of Understanding with Innovate UK. This signalled a coordinated

effort to promote and develop high-quality innovation proposals across a range of stakeholders, sectors and regions to support Wales in increasing its share of competitively awarded funding.

This was followed by an Innovation Delivery Plan, published yesterday, developed with Innovate UK, and the first with a devolved nation.

The recent announcement that the UK will rejoin the EU's flagship scientific research scheme, Horizon Europe also opens up opportunities for Welsh stakeholders to engage in collaborative Research, Development and Innovation, which the Welsh Government will support wherever they deliver against the commitments and ambitions in Wales Innovates and the Delivery Plan.

We will review progress on the Plan at the end of its first year, reflecting on what has changed and how our ecosystem is transitioning away from direct EU funding towards a more leveraged, competitive RD&I model.

Further, structured evaluations will be made at years three and five to consider where measurable outcomes, linked to our missions and goals, have been delivered and what we can do better.

Through our Innovation Strategy and Delivery Plan we aim to create a dynamic future for ourselves, where, by working together, innovation and new technologies can support a greener Wales, with better health, better jobs and prosperity for all. [END]

Paper C - Oral Statement by Sarah Murphy MS, Minister for Mental Health and Wellbeing on Innovation in Healthcare, Senedd Plenary Tuesday 3rd December (Item 7)

Agenda – Plenary

Meeting Venue:

Y Siambr – Y Senedd

Meeting date:

Tuesday, 3 December 2024

Meeting time: 13.30

246(v5)

This meeting will be held in a hybrid format, with some Members in the Senedd Chamber and others joining by video-conference.

1 Questions to the First Minister

(45 mins)

The Presiding Officer will call Party Leaders to ask questions without notice to the First Minister after Question 2.

[View Questions](#)

2 Questions to the Counsel General and Minister for Delivery

(30 mins)

The Presiding Officer will call party spokespeople to ask questions without notice to the Counsel General and Minister for Delivery after Question 2.

[View Questions](#)

3 Business Statement and Announcement

(30 mins)

[View Business Statement and Announcement](#)

4 Statement by the Cabinet Secretary for Health and Social Care: New 50-day challenge to improve hospital discharge and community care

(45 mins)

5 Statement by the Cabinet Secretary for Education: Improving attendance

(45 mins)

6 Statement by the Cabinet Secretary for Housing and Local Government: Town centre position statement

(45 mins)

7 Statement by the Minister for Mental Health and Wellbeing: Innovation in healthcare

(45 mins)

8 The Allocation of Housing and Homelessness (Eligibility) (Wales) (Amendment) Regulations 2024

(5 mins)

NDM8749 [Jane Hutt \(Vale of Glamorgan\)](#)

To propose that the Senedd, in accordance with Standing Order 27.5, approves that the draft The Allocation of Housing and Homelessness (Eligibility) (Wales) (Amendment) Regulations 2024 is made in accordance with the draft [laid](#) in the Table Office on 12 November 2024.

Supporting Documents

[Explanatory Memorandum](#)

[Report of the Legislation, Justice and Constitution Committee](#)

9 Voting Time

STATEMENT

BY

THE WELSH GOVERNMENT

TITLE Innovation in Healthcare

DATE Tuesday 3 December 2024, 17:41pm

BY Sarah Murphy MS, Minister for Mental Health and Wellbeing

“Diolch Llywydd [Presiding Officer].

The history of modern healthcare is one of innovation.

New ways of working, interventions, technologies and medicines have helped our health service to evolve and, in turn, helped us to improve the health, wellbeing and wealth of people in Wales.

Since the National Health Service was founded, it has looked after people using a huge range of in-person, digital and virtual models of care, which are, in turn, based on an enormous number of scientific, technological, and social discoveries and breakthroughs.

All this contributes to our ever-changing healthcare system.

Our Innovation Strategy for Wales – *Wales Innovates* – which was published last year, was designed to create the right environment for innovation so we can keep on meeting today's challenges.

The challenges of an ageing population, with major public health concerns like obesity and smoking.

The demand challenges of 2 million NHS contacts per month.

And the very real consequences of health inequalities.

Wales Innovates is deliberately cross-government with four mission areas across health and social care, education, the economy and climate and nature. This results in a range of joint investment for healthcare innovation.

For example, our economy department-led Flexible Innovation Support programme is supporting Welsh companies on research, development, and innovation across multiple sectors.

This has led to cutting-edge projects, including the world's first blood test for Multiple Sclerosis and bioprinting technology for organ replacements.

In healthcare, our Innovation Technology and Partnerships programme is supporting networks of innovation teams and leads across NHS Wales. It is also building workforce innovation

capability through our four Welsh Intensive Learning Academies and the Bevan Exemplars programme.

Other examples include:

- Health Technology Wales, which undertakes appraisals of non-medicine health and social care technologies and models of care.
- The Small Business Research Initiative (SBRI) Centre of Excellence, which is based in Betsi Cadwaladr University Health Board, and funds new and innovative solutions to address unmet needs through public-private-academic partnerships from feasibility stage to prototyping and to pre-procurement.
- Our Tackling Cancer Initiative leads work in lung cancer. The Trans-Nasal Endoscopy Capsule Sponge is a novel diagnostic tool for collecting tissue from the oesophagus for AI-assisted analysis.

Llywydd, when we think about innovation, we turn to AI.

When it comes to artificial intelligence, leadership is crucial as we integrate its use into health and social care.

The AI Commission for Health and Social Care was launched a year ago and leads on the development and review of the safe, responsible, and ethical environment.

It is guiding the use of AI in the health and social care sector in Wales, learning from experts and the global healthcare family.

One of its first actions was to endorse the use of the Algorithmic Transparency Recording Standards (ATRS) for use in health and social care, which will be actioned next year and taking seriously the need for trust and openness when it comes to the use of AI in healthcare.

The NHS in Wales is already deploying AI tools in diagnostic and clinical pathways – AI is increasing the detection rate in prostate cancer by up to 13%. Investment in AI technology illustrates that better data means better care.

For example, using imaging data for stroke presentations in emergency care, we will be able to explore direct-to-scan admission for positive stroke presentations, optimising the benefit of the recent investment in AI to speed up time that saves lives and improves quality of life.

Our refreshed Digital and Data Strategy for Health and Care, which was published in July 2023, recognises the importance of having a good digital foundation to services.

Choose Pharmacy is a good example of where we have made good progress – access to NHS Wales digital records system data enabled this service to go live. Community pharmacies can provide treatments for 27 common illnesses without the need for a GP appointment. There have been 368,725 consultations so far in 2024, more than a five-fold increase than five years ago.

Similarly, Cwm Taf Morgannwg University Health Board have taken an innovative Digital, data and value linkage approach to work with social housing providers and identify tenants eligible for retrospective fitting of insulation under ECO4 – the energy company obligation scheme. This reduces instances of respiratory problems, improves energy efficiency, targeting innovation to the vulnerable, where health inequalities may be a factor.

Llywydd, there is no shortage of innovation in Wales.

We must ensure we make full use of innovation to improve health and social care and improve outcomes for people. Simply put, patients need to feel this improvement.

To do that we are working with national and international counterparts through our UK inter-Ministerial group to develop a common approach to innovation adoption, which recognises joint opportunities across our healthcare systems.

In Wales, we are focusing this work on a new Innovations Working at Scale programme, which will be launched next year. An area of priority is embedding virtual and remote care as part of home and community-based services.

This will increase the speed at which we can adopt and implement innovation at a national level.

This may mean, in some instances, doing less or stopping doing some things to enable new innovations and discoveries to be introduced. For example, teams will have to stop automatically making outpatient appointments as a default, when patient initiated follow up is the most innovative option.

The NHS Executive, with its Digital, Data, Technology Innovation and Value function will lead this work and enable connections to be made across networks and locally.

The system is under pressure and requires additional capacity for innovation, to allow for a step change where innovation is the responsibility of all parts of the NHS, as part of taking an adapt, adopt or justify approach. To do this we are building a range of national innovation infrastructure, based around an NHS Wales innovation framework – which will support our staff to develop new ideas, turn them into reality and sharing and adopting proven new ways of working.

All of these actions will support us to construct and embed a culture of constant innovation across our vital healthcare system.

Bevan's legacy should be about innovation, given that founding the NHS was the primary act of innovation in healthcare itself.

The ultimate prize is, of course, better outcomes and experiences for all.

Diolch yn fawr Llywydd.”

Paper D - Written statement by Rebecca Evans, Cabinet Secretary for Economy, Energy and Planning - Wales Innovates: Creating a Stronger, Fairer, Greener Wales - Delivery Plan, March 2025

WRITTEN STATEMENT

BY

THE WELSH GOVERNMENT

TITLE **Wales Innovates: Creating a Stronger, Fairer, Greener Wales Delivery Plan**

DATE **19th March 2025**

BY **Rebecca Evans Cabinet Secretary for Economy, Energy and Planning**

In February 2023, the Welsh Government published [Wales Innovates: Creating a Stronger, Fairer, Greener Wales](#), a mission-based, cross government innovation strategy. It set out our aims grouped into four missions – Education, the Economy, Health and Wellbeing, and Climate and Nature.

A subsequent [delivery plan](#) was published in October 2023 which promised to provide a progress update after the first year. This Statement sets out the significant progress by Welsh Government in implementing numerous actions across the four missions that are benefitting all regions of Wales.

Education

Since June 2024, Careers Wales has been working with schools to develop entrepreneurial awareness through Business Wales funded [Big Ideas Wales](#), and has supported the new curriculum through the development of new entrepreneurship teaching resources on [Hwb](#) and training.

The [Robert Owen project: guide to co-operatives and social business](#), published in May 2024, is increasing innovation experiences in school settings. Available on Hwb it aims to help young people become enterprising, creative contributors through their learning.

We continue to work with The Welsh Joint Education Committee (WJEC) and Science, Technology, Engineering, and Mathematics (STEM) organisations to deliver an all-

Wales Innovation Awards. The event attracted 975 students from 67 schools in 2023, and 1,015 students from 70 schools in 2024.

During the 2023-24 academic year, 4,438 students in Further Education (FE) and Higher Education (HE) received support from Enterprise Champions, with 702 students going on to start a business.

A new Memorandum of Understanding (MoU) for the continuation of [Knowledge Transfer Partnerships](#) from 2024-2027 was signed in April 2024 with an annual budget of £1.4m which is match funded by Innovate UK. The Welsh Government's contribution of £1.8m which leveraged £1.5m from other public funding bodies and £5m from participating businesses resulted in the creation of 83 new jobs during the last MoU period which ran from 2021-2024.

Responsible for funding and regulating the tertiary education and research sector in Wales, the Commission for Tertiary Education and Research was rebranded as [Medr](#) in June 2024 and became operational on 1 August 2024. This includes further education, higher education, apprenticeships, school sixth forms, adult community learning, and government-funded research and innovation.

Medr supports Welsh universities' innovative and entrepreneurial capabilities through its Research Wales Innovation Fund (RWIF) which has distributed over £28.3m since February 2023. It also encourages universities to help students from under-represented groups to develop entrepreneurial skills as part of the Employability Support for Students funding.

Medr has been tasked with developing a culture of innovation and engagement in mission-based collaboration with businesses, industry investors and government that contributes to economy and society. The Welsh Government worked with Medr during the development of its strategic plan, which was submitted for approval in December 2024.

Economy

The Economy mission has seen developments in Wales, with the UK government, and internationally.

Our [SMART Flexible Innovation Support](#) (SFIS) was launched in June 2023 supporting organisations, businesses, colleges, universities, health boards, local authorities, social enterprises and research and technology organisations regardless of size within our [priority themes and strengths areas](#). SFIS has supported 148 projects, providing £11.8 million in grants toward a projected total expenditure of £24.9 million up until the end of December

2024, fostering innovation, enhancing competitiveness, and driving significant economic and social benefits.

A new iteration of our Business Wales [Accelerated Growth Programme](#) started in June 2024, complementing the existing Business Wales business support provision. It delivers specialist support through a tailored package of advice for innovation-led businesses.

Funding for organisational Intellectual Property (IP) audits to develop an IP strategy was launched in July 2024 by the Intellectual Property Office (IPO) in conjunction with Welsh Government.

We have further developed our relationships with the UK Research Councils and awareness-raising of the Defence and Security Accelerator (DASA) innovation competitions as well as working jointly to progress the Freeports, Investment Zones and City & Growth Deal propositions.

A UK Feasibility Study Report and Outline Business Case has been developed for an Advanced Radioisotope Technology for Health Utility Reactor (ARTHUR) Programme, to be located in north-west Wales. If built, ARTHUR will produce many of the key components in nuclear medicine used to tackle diseases such as cancer and Alzheimer's Disease.

The [Airbus Endeavr Wales](#) (Endeavr) project, co-funded by Welsh Government and Airbus Defence and Space, aims to discover and understand, through a programme of world class research, technologies that support the sustainable development of the Airbus business and grow and strengthen Welsh industrial and academic capabilities. The project has leveraged £1.3m between the 2023 and 2024 calendar years and supported 5 projects out of a total of 38 projects submitted.

Between April 2023 and March 2024, the Development Bank of Wales invested over £8.8m, supporting 31 innovation and technology companies, leveraging £9.7m of additional private sector co-investment. The Bank's dedicated Technology Seed Fund supports Welsh technology businesses, and those willing to relocate here, at a proof-of-concept stage, encouraging innovation and growth for long-term impact.

The Welsh Government continues to use the Contracts for Innovation mechanism to promote collaborative RD&I activity and facilitate public sector procurement for innovative solutions. Six challenges have been supported since February 2023, including the Circular Economy; Domiciliary Care; Air Quality; Clinician Monitored Care at Home; and Medical Gasses. As of December 2024, over £2.3m is supporting 16 collaborative projects involving 17 businesses, 6 local authorities, 7 health boards and 2 third sector organisations from within Wales.

In relation to the UK Government, we have signed an MoU with Innovate UK signalling a mutual agreement to share data, increase partnership working and develop high-quality innovation proposals across a range of Welsh stakeholders, sectors and regions. As a result of the MoU a joint [Collaborative Innovation Plan](#) has been published. Progress was showcased at an “Innovate Local” event held in Wrexham in November 2024.

We continue to support Welsh applications for Innovate UK funding – as of December 2024, over £66.7m was awarded to businesses in the 2023-24 financial year, an increase of over £5m from the previous financial year, supporting 167 projects.

Innovate UK’s Launchpad programme supports emerging regional SME clusters. Working with Welsh stakeholders, it has committed to invest £7.5m to a Net Zero Technologies Launchpad in Southwest Wales, where the first six funding awards have been made. It has also agreed £5m for an Agri-tech and food Launchpad for Mid and North Wales, where nine projects have secured a share of £400,000.

The Welsh Government became a delivery partner for the Innovate UK Business Growth Programme in January 2024, offering international collaboration opportunities for Welsh organisations across the EU and beyond. Between January and December 2024, we have engaged with 98 organisations to explore opportunities.

Wales is one of eleven innovative EU regions that are part of the [Vanguard Initiative](#) that has developed and taken part in the Vinnovate pilot; an inter-regional collaboration mechanism. Applications were received in Wales, seeing potential collaborations with the following regions - Galacia (Spain), Norte (Portugal), East Netherlands and North West Romania. Five projects involving nine Welsh organisations are being supported totalling c.£950,000 for the Welsh participants.

Health And Wellbeing

The £11.5m Innovation, Technology and Partnerships programme supports a range of innovation platforms, linked to Ministerial priorities across health and social care in Wales. This includes the [Life Science Hub Wales](#), [Health Technology Wales](#), the [Bevan Commission](#) and 10 regional innovation co-ordination hubs across Wales.

Our [Health and Social Care Innovation Wales](#) resources provide a range of innovation infrastructure that supports NHS Wales to innovate.

[The AI Commission](#) was launched in 2024 and guides the appropriate use of AI in health and social care. It has endorsed the use of the Algorithmic Transparency Recording Standards (ATRS), ensuring trust and openness when using AI in healthcare.

Wales, Scotland and Northern Ireland have negotiated access to an expanded set of National Institute for Health and Care Research (NIHR) programmes to increase research funding. Every £1 spent in these programmes returns £10 of economic benefit and [cost saving](#) to the NHS. Increased levels of research activity will also offer more opportunities for patients. During the 2023-24 financial year, 19,627 participants in Wales were recruited into high-quality research studies, ensuring people receive early access to cutting-edge treatments and service innovations.

Life Sciences Hub Wales continues to support our Tackling Cancer initiative between Welsh Government and NHS Wales. It has established a directory of innovation funding and key innovation partners, facilitating access to funding sources to support collaboration between health, industry and academia. Further information is available in the Hub's [Innovating for a Healthier Wales 2023-2024](#) annual report.

A range of strategic health and industry partnerships are in place with Amgen, Medtronic, Novartis, Pfizer, Eli Lilly and Illumina in Wales. Partnerships focus on areas including diagnostic capacity, digital pathology, innovative care pathways, AI and multi-omic data platforms, fostering increased investment in the Welsh life sciences sector.

[Health and Care Research Wales](#) has successfully negotiated partnership agreements with BioNTech and Moderna to support commercial research clinical trials in Wales. The Moderna agreement ensures Wales' participation in the UK Vaccine Innovation Programme. The BioNTech agreement supports the company's mRNA vaccine trials in Wales.

£22m additional funding has been secured from the UK Government, as part of the voluntary scheme for branded medicines pricing and access and growth investment programme, to bolster the NHS' capacity to deliver commercial clinical research. Implementation started in 2024 and will continue through to 2028.

The QuicDNA project, delivered by the [All-Wales Medical Genomics Service](#) and Cardiff University, has brought together NHS organisations across Wales, the Centre for Trials Research, the Welsh Government, Health and Care Research Wales, Life Sciences Hub Wales, various industry partners including Illumina, Amgen and Medtronic, the third sector and the Moondance Cancer Initiative in a partnership to support the earlier detection of lung cancer by liquid biopsy.

[Social Care Wales](#) has led the way with a new social care research, innovation and improvement strategy, which is the first of its kind in Wales and was published in May 2024. It will create the conditions to make positive and lasting changes in social care and inspire new ways of working.

An inter-Ministerial group, with membership from each of the devolved and UK governments has been created to develop a common approach to speed up the adoption of innovation across the respective NHS systems in each part of the UK.

Climate and Nature

[The Green Business Loan Scheme](#) invested £3.3m in 16 projects during the 2023-24 financial year, with a further £4.2m of new projects under consideration. Total CO₂e forecast savings of 20,266 tonnes and an estimated annual cost saving for businesses of £1m.

The Circular Economy Fund launched in June 2023 supporting 19 projects from Welsh organisations up to December 2024. Over £2m was awarded totalling project costs of £3.8m.

£70m of capital funding has been made available to social landlords through the [Optimised Retrofit Programme](#) during the 2023-24 financial year and a mobilisation phase is underway for a home retrofit scheme for owner-occupiers.

The Smart Living scheme for decarbonisation innovation invested £238,000 in hydrogen Contracts for Innovation feasibility projects between February 2023 and March 2024. A further £400,000 was awarded to four regional challenges through the new Whole Systems Research and Innovation for Decarbonisation (WSRID) SBRI in October 2024.

A Contract for Innovation Ammonia Challenge is on-going to address rising ammonia emissions from cattle. £1m has been secured from Welsh Government to the end of March 2025. Five companies will share funding and are in the process of running a full 12-month field test of their products and methodologies.

In November 2024, we also launched the Forestry and Timber element of the Flexible Skills Programme, offering £280,000 to support businesses access training and upskill their employees. The fund supports businesses in these sectors as well as their supply chains, including advanced timber manufacturing. We want to ensure skills are developed to enable an increased use of timber in construction. Understanding timber technology across the built environment is crucial to building low carbon efficient buildings here in Wales

Conclusion

The Welsh Government made a commitment to track the course of the four *Wales Innovates* missions, reflecting back on what has changed. This is the first progress update following publication of the strategy. A formal evaluation of the strategy will take place at years three and five to explore strategy implementation, progress and impacts.