



“As I see it, the undertaking to provide all people with all kinds of health care calls for something bolder than a mere adaptation”

Our vision is to  
make Wales the  
place of choice for  
health, care and  
wellbeing innovation.

## Our vision

### Our mission

Our mission is to accelerate the development and adoption of innovative solutions for better health and wellbeing.

### Our role

We inspire collaboration to drive innovative healthcare solutions. We support the life sciences industry, working with our partners in health and social care, industry and academia, to identify, nurture and grow ways to make a positive difference to the wellbeing of patients. Our Welsh identity and shared social conscience are at the heart of everything we do.

### Our priorities

In line with the Economic Action Plan for Wales, our priorities are to deliver both economic and social benefits. Working closely with the Welsh Government, we have revised our strategic direction. Our immediate focus is on creating and developing:

- A robust operational plan
- Delivery of a five-stage business case
- Stakeholder engagement
- An opportunity pipeline

# Chair's Statement



## A new chapter for the revitalised Life Sciences Hub Wales: a commitment to achieving a step change in improving the health and wealth of the people of Wales through innovation and partnership

This year marks a new chapter in a period of growth for the revitalised Life Sciences Hub Wales. A new Board of Directors has been appointed; a CEO is now in place; we have put together our senior leadership team; gained Welsh Government's approval of our Business Plan and clearly defined our renewed strategy and the direction we will take in firmly embedding our new roles and achieving our objectives. I feel most privileged and honoured to have been appointed Chair of the Board. I strongly intend to dedicate myself to achieve our demanding new tasks and, in particular, our commitment to play an important and valued part in improving the wellbeing of, and the health and care for the people in Wales. It will be an exciting and rewarding time for me to be closely involved in realising the Life Sciences Hub's repurposed vision and mission.

The main challenge of any new Board is to come together and work as a team, which I am pleased to say, has been achieved in spades. The Directors display, as intended, a wide range of much wanted different backgrounds, bringing with them the relevant areas needed of robust experience and expertise in their chosen domains. This mix of talents on our Board has already been fully exploited in agreeing our strategy and planning the way forward. Most importantly this includes demonstrating a common purpose and commitment to improving the health, wealth and wellbeing of the people in Wales by facilitating the private sector interactions with health and care to enable the development and adoption of innovation, which will support sustainable employment and economic growth. It is a privilege to be able to work with such talented people both on the Board and indeed with my growing number of colleagues at the Life Sciences Hub, all of whom are so united in their vision and commitment to achieving our role and objectives.

We are also fortunate to be given such a clear mandate from the Welsh Government, informed by the robust strategic considerations of the Ministerial appointed Task and Finish Group for Life Sciences. The work of the Group has underpinned our activities in finalising our strategy and helped us define our prime objectives.

A key goal for the Life Sciences Hub Wales is helping to make innovation easier. This requires a focus on real innovation with the potential to deliver transformational change. I believe that the Life Sciences Hub Wales is well placed to drive that innovation and make a significant difference to the lives of the people of Wales. Aneurin Bevan would surely approve. He once said: "There is no test for progress other than its impact on the individual." It is fitting that in this year which marks the 70th anniversary of the foundation of the National Health Service, we are more closely developing our partnership with NHS Wales. We have already made significant and most welcome progress towards realising a mutually rewarding relationship. This has featured regular meetings with Health Boards, healthcare professionals, management, and senior NHS decision-makers. Some of our Board members, including myself, have worked or continue to work in the NHS. This helps us as an organisation understand how to engage with the health service. We understand the narrative and, through our links to industry and academia, have an exciting and manageable way to help them achieve their aims.

Central to our work is the need for collaboration. In addition to the above, we are working with a range of partners – government, academia, commerce and NHS Wales – all with the common aim of realising a step change in improving the health and wealth of the people in Wales. This will rest upon all of us working together and not least involving the people themselves in co-design, co-production and co-ownership to find innovative and new ways to develop and deliver our healthcare systems and processes.

For me, this is an exciting and rewarding time to witness the seminal steps taken by the repurposed Life Sciences Hub Wales moving from its nascent period and growing to maturity. The coming months and years promise a period of transformation for the health and life sciences sectors in Wales and I look to building momentum at pace so that the Life Sciences Hub will be seen as a valued partner of NHS Wales to reveal a better health and wealth landscape in Wales for the citizens of Wales.

**Professor Sir Mansel Aylward**

CB MD DSc FFOM FFPH FRCP FLSW

Central to  
our work is  
the need for  
collaboration.

# Chief Executive's Review



## We're committed to securing innovative solutions that directly benefit the people of Wales

It has been a busy and exciting year of major change for the Life Sciences Hub Wales (LSHW). We're in the process of evolving from a business membership organisation to a dynamic driver of the life sciences industry, focusing on improving health and wellbeing for people in Wales and beyond. We're adopting an open participation approach and working with stakeholders across government, industry, academia and the NHS to make sure innovative solutions can actually make a sustainable difference to the lives and wellbeing of people. It is great to see the enthusiasm and energy of my colleagues echoed across industry networks, as well as the Health Boards and NHS Trusts of Wales.

In the past six months we have moved forward in several major areas. We have made good progress on engaging with our health services and government to agree the forward direction of the Life Sciences Hub Wales. This includes adopting the insights and directions of the government's Task and Finish Group as well as engaging in direct and mutually positive dialogue with clinicians across the Health Boards and Trusts.

Working closely with NHS Wales is central to our work. A close alignment of our thinking, our initiatives and our approach delivery is the key to ensuring the health service receives what they want and need from the LSHW. We're working collaboratively with stakeholders to identify priority improvement area, and clinical needs, making sure we keep the interests of the Welsh population close to heart at all times. Our focus is on sustainability. We look for evidence that new products and services are viable and can deliver on promises, delivering at pace over the long term and continue to do so at scale.

Home to six life sciences businesses, the Life Sciences Hub Wales provides a physical environment for collaboration and innovation to be nurtured and supported to flourish.

We're moving forward in many areas. At the LSHW itself we have successfully appointed a new senior leadership team, completed a rebranding exercise that has focused on expressing our ethos through our communications and are working with a consultancy practice to help us realise our aims and ensure our sustainability. Our new website has just been launched and we have started work on the digital infrastructure that will help us better support our stakeholders. Operational successes during the past few months include securing a significant European funding to deliver the ACCELERATE programme and launching the Digital Health Ecosystem for Wales. The establishment of a dedicated Bid Development team, now provides a deployable well networked financially savvy team to support industry and the health service to identify and pursue new external funding opportunities.

I would like to take this opportunity to thank our colleagues and stakeholders. Change can be a challenge for any organisation and it is gratifying to see the energy and commitment to our evolution by everyone involved in the Life Sciences Hub. It is this commitment to making a positive difference to improve the health and wealth of the people of Wales that drives our work and creates a great environment for collaboration at all levels.

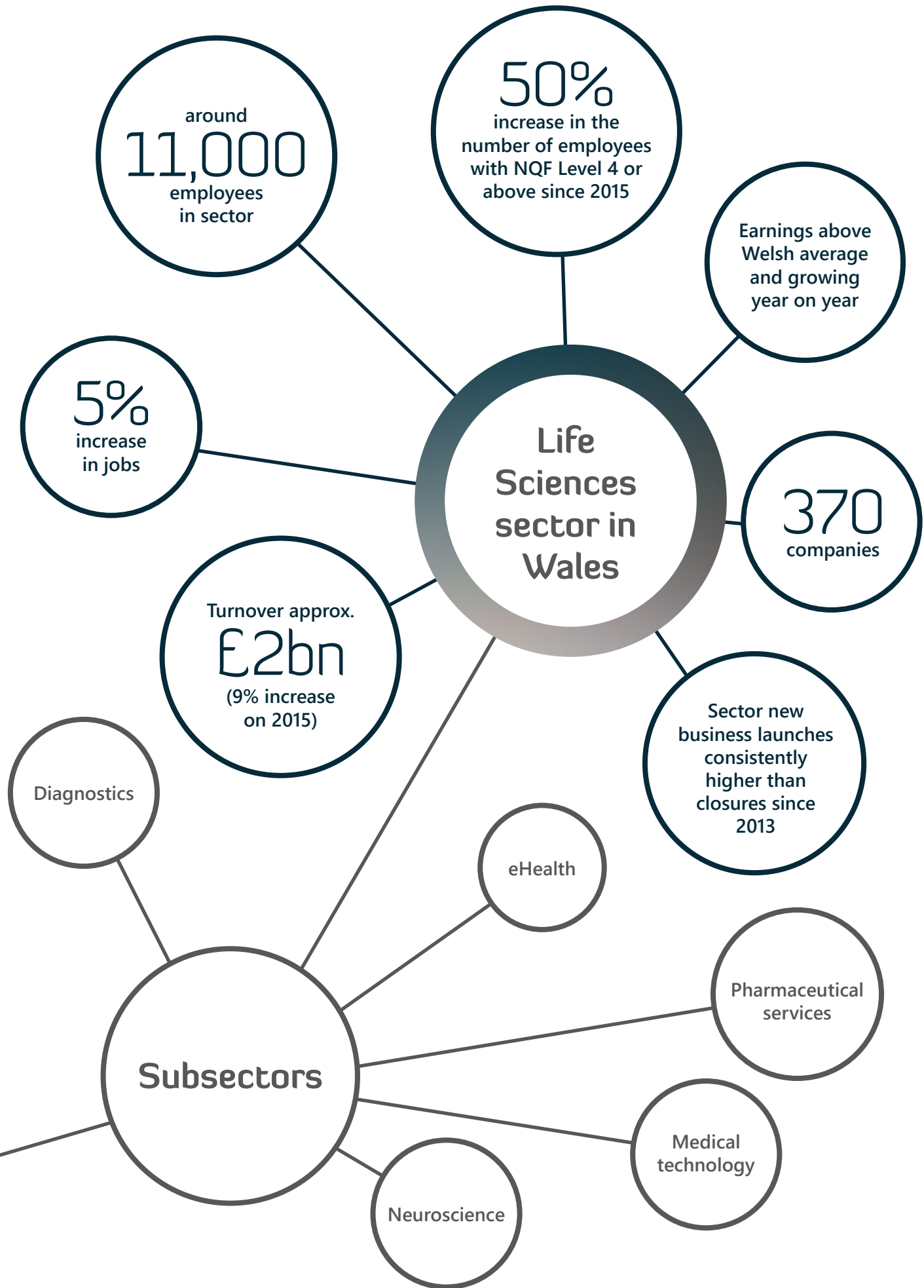
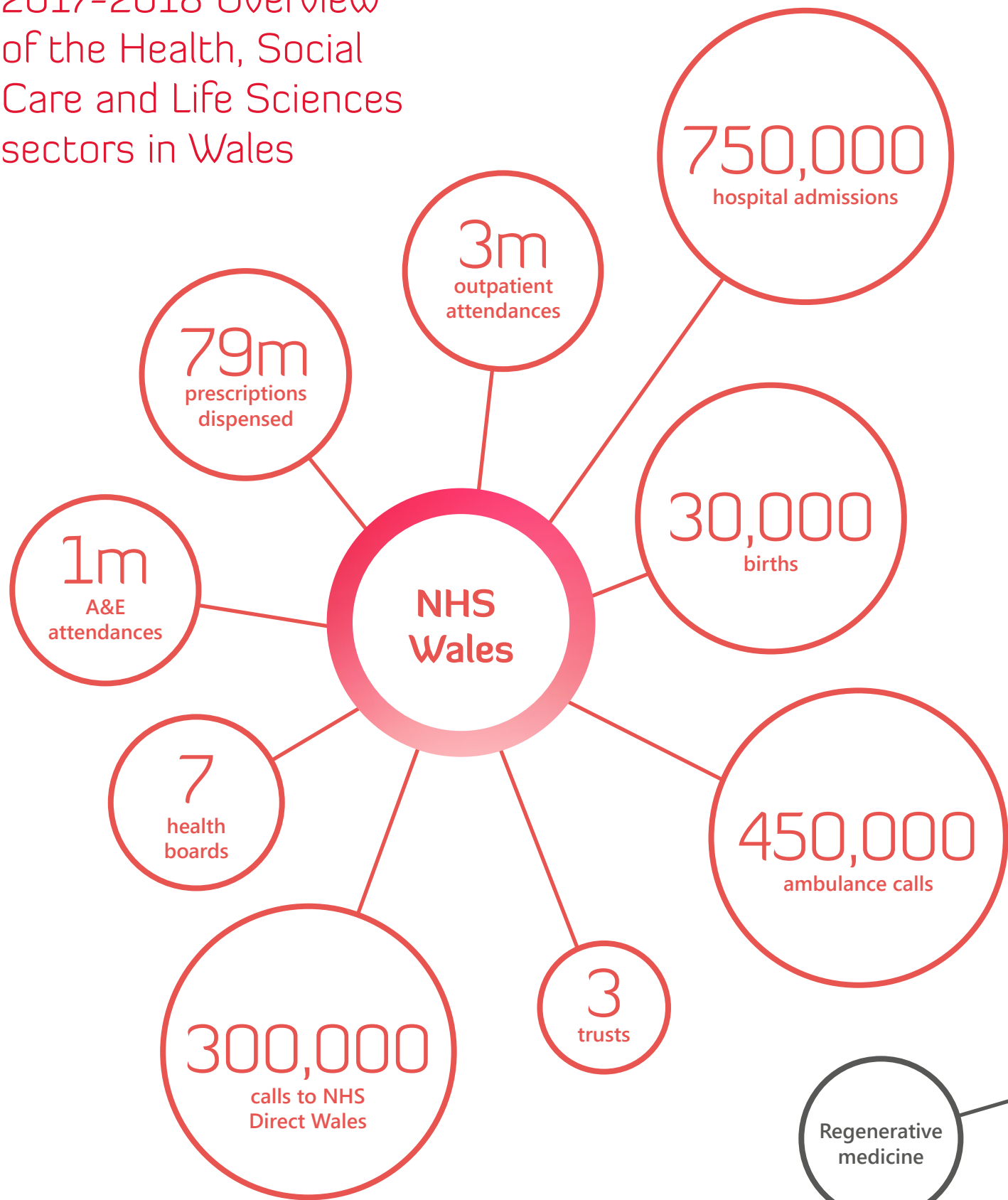
This year represents a strong beginning as we embark on our revised strategic direction. I'm privileged to lead and steer the Life Sciences Hub as we progress on this journey. To use the words of Aneurin Bevan, we're committed to delivering something 'bolder than mere adaptation'.

**Cari-Anne Quinn**

CEO Life Sciences Hub Wales

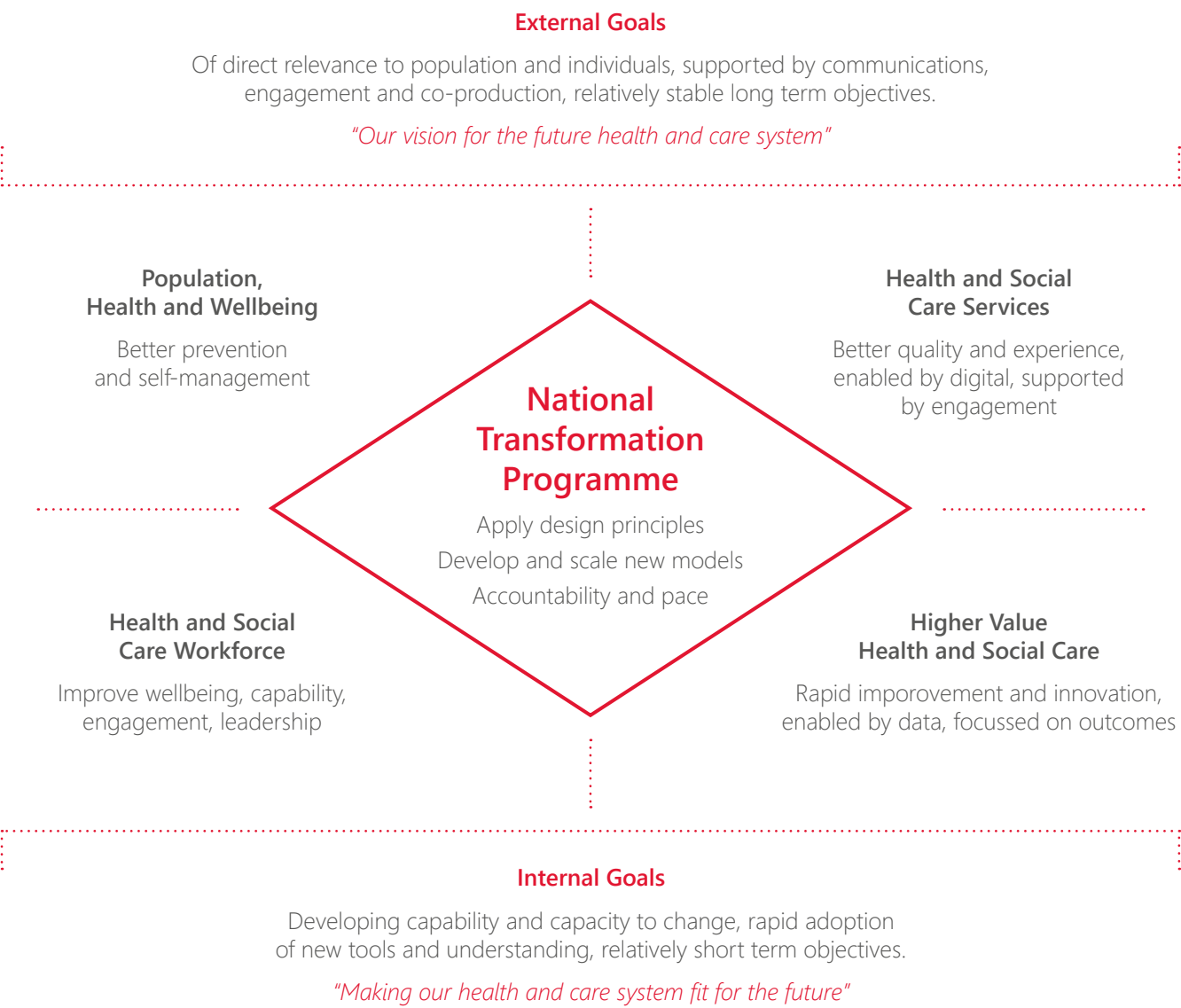
Working closely with NHS Wales is key.

2017-2018 Overview  
of the Health, Social  
Care and Life Sciences  
sectors in Wales





Government Action Plan for Health and Social Care in Wales (June 2018)



"The Parliamentary Review recommended that Wales should maximise the benefits of technology and innovation to deliver more effective care by focusing on current and emerging technologies, with a greater focus on services organised around the individual and their families as close to home as possible, artificial intelligence and genomics to drive the change agenda.

We are delighted to see the commitment made by the Welsh Government to greater investment in digital technologies across health and social care. The Life Sciences Hub Wales is uniquely positioned to progress this as part of the delivery solution."

Cari-Anne Quinn  
CEO Life Sciences Hub Wales



# Major achievements of the Life Sciences Hub Wales this year

Our commitment to improving the economic and health wellbeing of our communities is grounded in the goals of the Wellbeing of Future Generations Act and the vision of the Welsh Government’s Task and Finish Group. Some of the greatest achievements this year include the bridges we’re building between clinicians, industry, academia and patients.

Our major achievements this year mark the start of many to come. These will develop and grow over the coming months and years and are built on a foundation of collaboration. The convening of our stakeholders to create opportunities for collaboration in design, production and delivery is central to our work. Our partners in government, academia, the NHS and industry are working together with us to improve healthcare systems, deliver enhanced patient benefits, grow business and create sustainable employment.

## Appointment of new Board

We announced the appointment of our new Board at the end of 2017. Led by Chair, Professor Sir Mansel Aylward, the Board represents a broad spectrum of life science disciplines across academia, business and healthcare. Appointed by the Welsh Government, the Board is subject to responsibilities set out in the Management Agreement between the Life Sciences Hub and the Government. The Board’s members include:



**Jarred Evans**  
Director of PDR International Centre for Design and Research



**Dr Rhodri Griffiths**  
Managing Director and founder of Societas Management Ltd



**Dr Melya Hughes Crameri**  
Partner at Ventac Partners



**Professor Tim Irish**  
Professor of Practice at King’s College London Business School



**Professor Sir Mansel Aylward CB**  
Chair of the Bevan Commission, Professor of Public Health Education, Cardiff University and Professor of Prudent Health and Wellbeing at the School of Management, Swansea University



**Rupert Jones**  
Managing Director of the medical businesses of Renishaw plc



**Chris Martin**  
Deputy Chair of the Bevan Commission and a Non-Executive Director of the Health and Social Services Audit and Risk Committee in the Welsh Government



**Dr Penny Owen**  
Commercial Director of the National Physical Laboratory



**Cath O’Brien**  
Director of the Welsh Blood Service

During the course of the year we have refocused our strategic direction, moving from a membership-based organisation to an inclusive driver of positive change for communities throughout Wales.

“I welcome the appointment of the new Life Sciences Hub board and am confident that the collective expertise, experience and talent of the Chair and appointees will mean that the Board is able to make a huge contribution to the Life Sciences Sector in Wales. I look forward to working constructively with the new Board as we progress our work to accelerate economic development within the sector and further establish Wales as one of the best environments in the world for Life Sciences innovation.”

**Ken Skates AM**  
AM, Cabinet Secretary for Economy and Transport, Welsh Government

“As Chair of the revitalised Life Sciences Hub Wales, I am delighted and thoroughly rewarded that our new vision and mission and the strategic direction to achieve these are now well in place. We intend to exploit fully opportunities for fostering our relationship with health and care services in Wales.”

“I’m excited to be part of the Life Sciences Hub Wales because I see this as an opportunity to achieve a step change in the health and wealth of the people of Wales.”

**Prof Sir Mansel Aylward**

“I’m excited to be part of the Life Sciences Hub Wales because we’re connecting life science innovators and entrepreneurs with decision makers in the NHS, to accelerate the adoption of new approaches to sustainable healthcare”.

**Dr Penny Owen**

“I am thrilled to be Vice Chair of the Life Sciences Hub Wales and, with my colleagues on the Board, will create value and improved outcomes across the Welsh health and care system by facilitating true transformational partnerships with the Life Science sector in Wales.”

**Chris Martin**

“I am delighted to serve on the Board of the Life Sciences Hub Wales supporting its mandate to bring innovation to the Health and Care sector and I am excited to see the Hub taking the lead from very early stages in the ACCELERATE program for translational research all the way to facilitating adoption of innovation into the NHS.”

**Dr Melya Hughes Crameri**

“I’m excited about the way in which the Life Sciences Hub Wales will be able to help us make the most of the opportunities from developments in science and technology for the people of Wales”.

**Cath O’Brien**

Developing a network of care: Digital Health Ecosystem for Wales

Digital Health Ecosystem Wales is a network connecting developers and companies with innovative digital health solutions with the NHS in Wales. It represents a collaboration between the Life Sciences Hub Wales and the NHS Wales Informatics Service (NWIS) and is funded through the Welsh Government's Efficiency Through Technology Programme. Its key aims include:

- Accelerate the delivery and adoption of the latest digital solutions to improve patient outcomes and reduce costs
- Create a pathway for access to health and care data through the development of APIs in a test environment.
- Foster innovation from all stakeholders, encouraging cross-sector co-operation and implementation
- Support the development of new products and services to drive business growth, job security and creation, ensuring prosperity for all

We hosted the first Digital Health Ecosystem Wales event at The Principal St David's Hotel, Cardiff on Tuesday 6th March 2018. It attracted more than 120 people from all sectors and organisations interested in digital health. The event introduced the Digital Health Ecosystem Wales and the aim of bringing together the NHS, NWIS and industry to accelerate improvements in health through the use of data and technology.

**Resource tracking**

The Digital Health Ecosystem Wales is well placed to address challenges such as resource tracking. A digital ecosystem could help healthcare providers track people, assets and resources across a hospital. This could have a positive impact on increasing efficiency in nursing, as well as reducing losses and wastage in pharmacy. A Welsh Health Board is working with the Life Sciences Hub Wales to scope a project that can develop a case for change.

**NHS Wales Informatics Service API**

The NHS Wales Informatics Service has been developing the first in a series of application programming interfaces (APIs) to simplify integration with NHS Wales National Architecture. The first API provides simulated demographic details of NHS Wales patients in a test environment.

Driving innovation: Bid Development

The Life Sciences Hub Wales Bid Development Team orchestrates the convening of interested parties, enabling stakeholders with shared interests to work together towards specific objectives. These can be policy, research or development focused and deliver something tangible for Wales. The Team helps set up and draft terms of reference and drives co-ordination activities, such as the identification and bringing together of potential partners.

The Bid Development team supports innovators seeking funding from a range of organisations and agencies such as the UK Government's Innovate UK and BEIS, as well as others. Support includes helping businesses identify, apply for and access funding. The Bid Development is also responsible for the creation of Special Interest Groups (SIGs), such as the Cell and Gene Therapy SIG.

Speeding up the translation of ideas into solutions: ACCELERATE

ACCELERATE is a £24m programme which, over the next three years will support commercialisation and product innovation in life sciences, health and care. It is led by us at the Life Sciences Hub Wales in partnership with Cardiff University, Swansea University and the University of Wales Trinity Saint David. It is co-funded by the Welsh European Funding Office European Regional Development Fund and Welsh Government's Health and Social Services Group.

The aim of ACCELERATE is to speed up the translation of ideas into new technology products and services, and to accelerate the deployment and adoption of new technology products and services into health and care, in ways which create lasting economic value in Wales.

ACCELERATE is co-ordinated through the Life Sciences Hub Wales, in order to present a single all-Wales 'front door' for innovation and external engagement. Its approach includes:

- An open collaborative innovation model to present health challenges and needs externally, inviting new technology solutions
- A living laboratory approach to test and refine economically viable, real world solutions
- A managed pipeline of service-user, clinician and academic led innovations that is responsive to clinical need.


"With a growing and aging population, and increasing demands on our services, finding new and different ways to improve efficiency within the NHS is vital. System, process and product innovation is the best way to do this which is why this investment into the ACCELERATE programme is ground-breaking for Wales. Cardiff and Vale University Health Board look forward to working closely with the Life Sciences Wales Hub Wales throughout the ACCELERATE programme and more widely".

**Len Richards**  
Chief Executive Officer at Cardiff and Vale University Health Board



# Our Success Stories

We are extremely proud to be able to demonstrate the real and lasting impact of our collaborations, in creating tangible benefits to patients in Wales both long and short term, as well as driving sustainable progression for the Life Sciences Sector and economy in Wales. Find out more about our success stories here:

A portrait of Vaughan Gething AM, a man with short grey hair and glasses, wearing a dark suit, white shirt, and a patterned tie. He is smiling and has his hands clasped in front of him. The background is a blurred outdoor setting with trees.

"Developing innovative new ways to prevent, treat and cure illness and disease is a vital part of the Welsh Government's vision for the future of the NHS in Wales. The ACCELERATE programme and new health innovation centres fund will help develop new ideas for health products and services more quickly for use in our NHS and across the world."

**Vaughan Gething AM**

Cabinet Secretary for Health and Social Services,  
Welsh Government



## Cell and Gene Therapy Special Interest Group

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### THE LIFE SCIENCES OPPORTUNITY

Cell and Gene Therapy, known as Advanced Therapies, involves the use of live cells as treatments that lessen or cure health conditions. Gene therapy involves the transfer of genetic material into the cells of a patient's body to treat the cause of a disease. Cell therapy is the use of live cells to lessen or cure a disease, that come from the patient's own body or from a donor.

### THE ROLE OF LIFE SCIENCES HUB WALES

More than two years ago, the Life Sciences Hub Wales, with support from the Welsh Blood Service Velindre NHS Trust, established a special interest group, the Cell and Gene Therapy Special Interest Group.

It focused on bringing together the businesses in this sector that had existing activity in Wales with academic experts and NHS colleagues from across Wales. The Group worked on convening their research and development focus, and considering how they could work collaboratively to create an environment in which these ground-breaking therapies could be made accessible to patients in Wales and how this experience could be shared to enable companies and academic teams to bring their developments to market.

The Group met on a regular basis and it gathered momentum and a voice, engaging with the Welsh Government to highlight the need to raise the profile of this emerging science, and start to consider how the health service would adopt them and how to maximise the potential for economic and academic development in the sector here in Wales.



In the Summer of 2017, the UK Government announced the Industrial Strategy Challenge Fund and a funding call through Innovate UK, with plans to establish three Advanced Cell and Gene Therapy Treatment Centres in the UK.

The work that the Cell and Gene Therapy Special Interest Group had already undertaken provided a firm starting point and foundation from which to make a bid and for Wales to play a key role in this field, and the group turned its focus to supporting an application.

Led by the Welsh Blood Service on behalf of the whole of the NHS in Wales, the Group put an application forward to Innovate UK just before the end of 2017. An opportunity arose to work in collaboration with NHS colleagues in Birmingham and Nottingham to enable access to a larger population for treatments. The funding application was submitted jointly with these NHS organisations and nine commercial partners, including TrakCel, based in Cardiff.

The bid was successful. As a consortium, the Midlands-Wales Advanced Therapy Treatment Centre (MW-ATTC) secured £7.2 million. From this, £1.5 million went to the Welsh Blood Service, Velindre NHS Trust and £500,000 to a Life Sciences company in Wales called TrakCel, who have global contracts to monitor, track and trace stem cells through the harvesting and evolution journey, managing the track and trace process.

### THE BENEFITS TO THE HEALTH SERVICE, PATIENTS AND ECONOMY

This is a great example of where we have convened people with a broad range of expertise and knowledge working in the same field, orchestrated the teams' challenge and ensured a shared vision and objective. We've then worked alongside them to deliver a positive outcome delivering real benefits to patients.

The Cell and Gene Special Interest Group is enabling the delivery of innovative products to patients. Without the Life Sciences Hub Wales, the opportunity to advance the capability and capacity in Wales through this funding would not have been possible. We've helped to secure the funding to make sure the project is in place which will make the use of a wider range of products in Wales available sooner.

The plans to set the MW-ATTC are now in place and it is anticipated that the first patients will be treated in Autumn 2018.

The Cell and Gene Special Interest Group, established by the Life Sciences Wales Hub in 2016, continues to bring together key stakeholders working within the field of advanced therapies to support and stimulate innovation, collaboration and secure investment for the field to grow.





### THE LIFE SCIENCES OPPORTUNITY

A significant health issue affecting the people of Wales is Chronic Obstructive Pulmonary Disease (COPD). This is an umbrella term for diseases such as emphysema, chronic bronchitis, and non-reversible asthma. Unfortunately, Wales experiences a higher prevalence of COPD diseases than elsewhere in the UK. This disease is the third largest cause of death, the third largest cause of emergency hospitalisation and takes a higher proportion of GP time than other chronic disease.

Ian Bond who is a COPD patient and an advocate of 'self-management', has developed a digital platform with his colleague Dave Taylor that has enabled him to monitor his own condition and obtain evidence-led care from his GP and specialists. This platform will help other patients better confront and engage with their condition and know when it is appropriate to seek clinical intervention.

This is particularly useful for patients who often feel breathless and may not be able to easily identify how serious an individual episode of breathlessness may be. The platform integrates AI which learning about the patients and can provide warning signals to GPs or carers.

### THE ROLE OF LIFE SCIENCES HUB WALES

Ian based his business at the Life Sciences Hub Wales with a desk in our open plan offices. There he was able to access to the whole Life Sciences industry ecosystem. This includes financiers, development staff, Welsh Government officials, access to funding mechanisms such as Innovate UK, as well as support events and conferences.

Bond Digital Health were able engage with the Development Bank for Wales and other financiers, as well as members of the COPD community including clinicians. The Life Sciences Hub team maintains a keen interest in their product development cycle and ensures they're working with the right partners and stakeholders to move things forward.

After beginning life in 2016 Bond Digital Health now employ eight staff and have plans to grow to 12 by the end of this year. In their first trading year Bond achieved £700,000 in contracts and won prestigious industry awards. This financial year has seen valuation at £5m, growth of relationships here and overseas, an Innovate UK Grant for a specialised wearable for COPD patients and the first bite of a £1m investment round. They are now leading consortia to effect change in areas besides COPD.

### BENEFITS TO THE HEALTH SERVICE, PATIENTS AND ECONOMY

Through the support of the open innovation environment we provide, Bond Digital Health has been able to develop a product that will make a real difference to the lives of the COPD community; both medical staff and patients. The patients are empowered to better manage their own conditions, while also able to work more effectively with their doctors and clinical support teams.

Professor Keir Lewis is a leading pulmonary medicine specialist and R&D Director of Hywel Dda Health Board. He recognised the potential of Bond's platform in providing prudent health care and, in 2017, he offered to act as Clinical Lead for Bond Digital Health and joined the board as Non Executive Director.

While 'savings' can be measured in pounds, tangible savings are also being made to doctors and specialists' time, waiting lists, hospital bed take up and the improved quality of life for patients and their families.

In addition, through the growth of the actual business, Bond Digital Health is supporting the local economy, providing jobs and increased trade throughout the length of the supply chain.

"I'm delighted to be working as part of Bond Digital Health. The insight and dynamism of the whole team is invigorating. Their ethos of bringing patients and doctors to work together – developing technology directly to serve clinical needs and answer real-world problems – fits closely with our prudent health agenda. The impact and potential for managing lung disease especially COPD is huge."

#### Professor Keir Lewis

Professor of Respiratory Medicine, University of Swansea and R&D Director of Hywel Dda Health Board.

"From day one, being with the Hub gave us many advantages that other SMEs lack. We were taken seriously as part of the Life Sciences community; it gave a degree of respect. Access to industry contacts, advisors, someone to take a coffee with and talk things over, all these things gave us the confidence to push on particularly in the beginning when it was hard going. As we grew and started to get some traction we could have made many mistakes, but our account manager helped steer us through. Yes, we are successful, and I know that it would not have been so had it not been for our place in the Hub, the best office accommodation in Wales."

#### Ian Bond

Co-founder Bond Digital Health



# Wales – a life sciences centre of excellence

When it comes to Life Sciences, Wales competes on a global stage. The sector employs more than 11,000 people working in medical technology, regenerative medicine, diagnostics, eHealth, pharmaceutical services and neuroscience. More than 370 companies, ranging from SMEs and start-ups to large blue chips, work in Wales.

## Delivering excellent levels of care

NHS Wales delivers services through seven Local Health Boards and three NHS Trusts, treating patients in Wales some 20 million times each year.

Wales is a centre of excellence for many therapies. The UK's first high-energy proton beam therapy centre for treatment of life-threatening cancers recently opened at the Rutherford Cancer Centre in Newport.

Research into healthcare and wellbeing is strong in Wales. In addition to the National Institute for Social Care and Health Research, Welsh universities punch above their weight on a global stage. The results of the most recent UK Research Excellence Framework (REF) showed more than three quarters of submitted Welsh academic research was 'world leading' and 'internationally excellent'.

## UK Life Sciences Industrial Strategy

The UK Government's Life Sciences Industrial Strategy recognises the importance of the Wales medical technology cluster as part of a UK-wide endeavour. It has expressed its intention to support Wales's growing life sciences sector, particularly around developing manufacturing and supporting growth and infrastructure by optimising fiscal incentives to support long-term investment. Our CEO, Cari-Anne Quinn, sits on the UK Life Sciences Group liaising with UK Government on life sciences priorities and needs in Wales.

Nationally, the Government has committed to provide significant investment to support life sciences to achieve their vision to be a top tier global hub for biomedical and clinical research and medical innovation. In particular, funding streams will support activity aligned to two of life sciences grand challenges – Artificial Intelligence and Data Economy, and Ageing Society.

Professor Sir John Bell, Regius Professor of Medicine at the University of Oxford and Chair of the Office for the Strategic Coordination of Health Research, defined 'health life sciences' in the Foreword to the UK Life Sciences Industrial Strategy as: "the application of biology and technology to health improvement, including biopharmaceuticals, medical technology, genomics, diagnostics and digital health. It has the advantage of very high productivity compared to other sectors, and generates a wide range of products including drugs, medical technology, diagnostics and digital tools, as well as products for consumer health."

The combined efforts of our innovative business community and a concentrated health service in Wales, orchestrated by the Life Sciences Hub, provides an enviable opportunity for Wales to be the leading light in the development and adoption of innovative solutions for health.



"Our life sciences sector is thriving and worth around £2bn to the Welsh economy. This investment will help build on the expertise and talent we have already built up in this sector. In the long-term I expect to see this investment result in hundreds of highly skilled jobs and support economic growth."

**Ken Skates AM**  
AM, Cabinet Secretary for Economy and Transport, Welsh Government



# Our strategic priorities

In consultation and close collaboration with the Welsh Government, our latest strategic priorities build further on the work of the Life Sciences Hub Wales and drive our commitment to the economic and health wellbeing of our communities. Our priorities include the development and roll out of an operational plan, the delivery of a five-stage business case, proactive engagement with stakeholders and the creation of an accessible opportunity pipeline.

## Operational Plan

Our Operational Plan focuses on making sure we have the resources and infrastructure in place to deliver on our commitments.

### Recruiting talent

Much of our work this year included securing the skills, knowledge and capacity we need to develop and implement our core activities. This includes the appointment of our senior leadership team as well as further roles throughout the Life Sciences Hub Wales.

### Programme development

The first tranche of work to develop our programmes has involved the design and creation of the digital platforms that we will use to manage them. The programmes include:

- An industry engagement programme, managed digitally through our website, to promote and capture opportunities
- An NHS engagement programme embedded within the NHS intranet
- A Bid Development programme to identify public and private sector funding opportunities, co-ordinate Special Interest Groups aligned to these opportunities and drive the bid submission process
- A programme of events to inform, educate, facilitate collaboration and provide networking opportunities

### Infrastructure

We are investing in our digital infrastructure to support our programmes, our communications and our day-to-day operations. This includes investing in:

- A bespoke CRM system to underpin all activity
- Business databases to facilitate industry engagement, market research and company due diligence
- Digital engagement platforms to support our programmes

### Communications, Marketing and PR

We have appointed a new Head of Communications and PR who has begun work on developing stakeholder engagement. She is building an overarching strategy to promote the core purpose of the Life Sciences Hub Wales to all stakeholders and is developing the LSHW's brand and communications including the new website and events including the new strategy launch and the Digital Health Ecosystem for Wales events.

As stakeholder engagement and operational activity develops, strategies for key market segments will be developed to inform, promote, consult and build trust and confidence. Strategies are outcome-based with a clear message and purpose.

## Delivery of a five-stage business case

We have begun working with experienced and qualified consultants to deliver a five-stage business case. This is providing an evidence-based framework for the delivery, management and performance of our proposed strategy and the development of the operational plan.

## Stakeholder engagement

Through the development of our digital infrastructure and our marketing activities, we have made a solid start on growing our stakeholder engagement. Developing this further will form a substantial amount of our activity in 2018/19 and will be driven by members of the Board and Chief Executive Officer.

### NHS Wales

Our clinical focus is on establishing multi-discipline and multi-level relationships within all the Health Boards of Wales. This includes developing preferred operational models with each health board as appropriate.

### Industry

We are building on the excellent relationships which have already developed throughout the life sciences sector in Wales. This year we have started on a project to further develop mechanisms to identify and promote innovation push and pull opportunities in Wales, the UK and internationally.

### Partners

A network of Welsh, UK and International partners is essential to find and develop opportunities to meet unmet clinical need. One of our strategic priorities is to undertake market research to identify and engage partners on an informal, formal or procured basis as required.

## Opportunity pipeline

Central to our work is the development of an opportunity pipeline. This is to help us launch and deliver programmes to accelerate opportunities. Our opportunity pipeline currently features the Digital Health Ecosystem Wales, ACCELERATE, the Special Interest Groups and the development of business incubator space. The latter involves providing permanent desk use to young business and partner organisations. It is anticipated we will be able to generate about £80,000 from hiring desks, meeting rooms and conference suites.

# Finance 2017/2018

Project Grants

£58,429

Facility Hire

£105,102

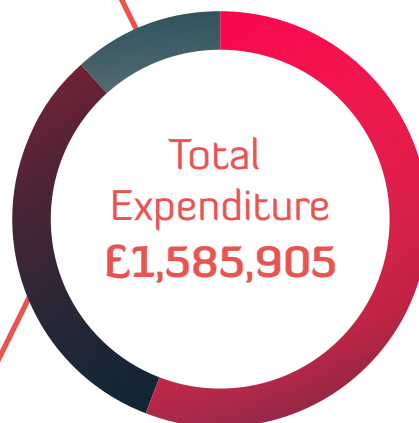


Welsh Government

£1,438,958

Programme Development

£183,106



Infrastructure

£885,501

People

£517,298

"At a time of huge opportunities for Wales to build upon its strengths as an agile and connected nation and embrace transformative healthcare innovation including the digital revolution, it is hugely exciting to be part of the Life Sciences Hub Wales which is helping to build and promote the necessary partnerships to deliver benefits for patients."

**Rhodri Griffiths**

Managing Director a founder of Societas Management Ltd