TIA Strategic Plan

2019–2023

Vision

For the Australian research community to have access to world class research infrastructure to enable efficient translation of therapeutics to improve human health.

Mission

TIA will enable and accelerate the translation of research discovery along the therapeutic development pipeline by investing in world class research infrastructure facilities so they are coordinated, comprehensive, accessible and responsive to the needs of the Australian translational research community.

Background

Currently, TIA has a contract with the Australian Department of Education that allocates $49.8M from 1 July 2018 to 30 June 2023 to the Translating Health Discoveries (THD) project (Figures 1 & 2) under the **National Collaborative Research Infrastructure Strategy** (NCRIS). TIA is the Lead Agent for this project, which has as its focus improving researcher access to infrastructure.

TIA will execute this project with the broad aim of supporting the rapid and successful translation of research findings down the development pipeline towards readiness for Phase I trials and beyond.

At the same time, over the life of this 4-year strategic plan, TIA will identify, in consultation with stakeholders, additional areas where it can continue to add further value to the development pipeline in Australia

The purpose of this document is to outline TIA's high-level strategic goals from 1 July 2019 to 30 June 2023.

Summary

The goals to be achieved are as follows:

1. Effective delivery of the Translating Health Discoveries project

2. Education and professional development opportunities for infrastructure managers

3. Productive national and international partnerships to support research infrastructure

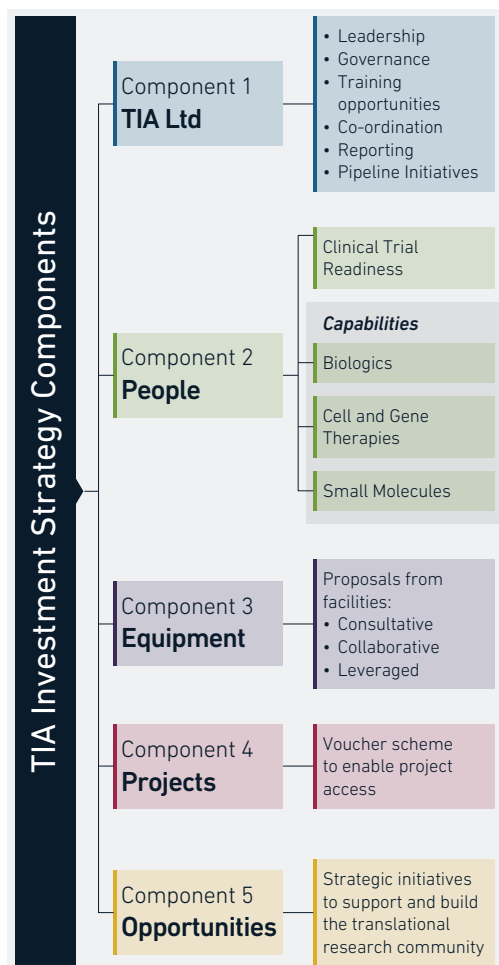4. A strong profile for the TIA consortium
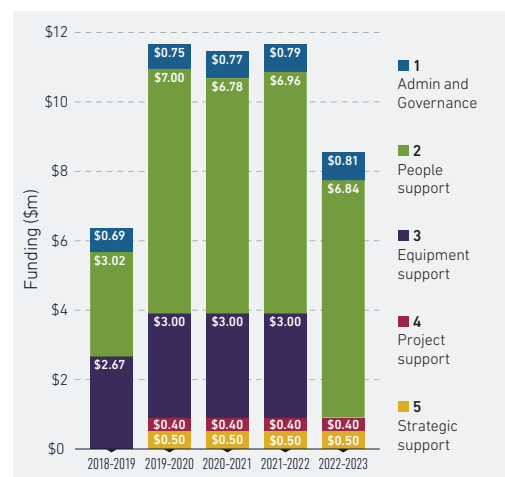

Figure 1. TIA Strategic Investment Plan Summary

Figure 2. TIA Strategic Investment Plan Funding Sources under NCRIS2018

Enabled by

NCRIS
National Research Infrastructure for Australia
An Australian Government Initiative

Goals

TIA will work towards a series of Goals in order to carry out its **Mission** and to achieve its **Vision**. These Goals and their objectives, timescales, resource requirements, dependencies & risks and success indicators are summarised below.

1 Effective delivery of the Translating Health Discoveries project

Objective

- Deliver the THD project as contracted by the Department of Education by forming a network of facilities, managing OPEX (operational expenditure) and CAPEX (capital expenditure) funding, and reporting on the access enabled and outcomes achieved, according to our Vision and Mission
- Add value to the above investment by developing and implementing initiatives to drive access and accelerate the translation of health discoveries to clinical application

Activities

Achieving this goal will require the following high-level activities:

- Management of funding contracts
  - Monitoring of outcomes
  - Submission of Annual Business Plans and 6 monthly progress reports
  - Monitoring user satisfaction
- Develop innovative initiatives to facilitate access
  - Pipeline Accelerator and Navigator
  - Therapeutic Leads to promote and enable access
- Maintain and regularly review the **TIA Access & Pricing Policy** to set a framework for access by meritorious projects

Resources

This Goal is supported by the funding contract with the Department of Education, which provides CAPEX and OPEX funding until 30 June 2023. TIA's strategic investment plan has allocated the following high-level budget components

- Component 1 – TIA Ltd - Administrative and management support for contract delivery
- Component 2 – People Support – multi-year support for facility staff
- Component 3 – Equipment Support – Support for capital expenditure
- Component 4 – Project Support – Facility access via the Pipeline Accelerator scheme
- Component 5 – Strategic Support – Funding for rapid response to opportunities

Success indicators

Success will be indicated by the following:

- Consistent acceptance of submitted Business Plans and Progress Reports
- Positive feedback and user satisfaction from facility users
- Data showing sustained external access to facilities directly linked to NCRIS funding
- Translational outcomes, including movement of projects towards clinical trials
- Number of projects executed by the facilities
- Additional funding obtained by the facilities, eg. partnership grants and fee for service income

2 Education and professional development opportunities for infrastructure managers

Objective

- Facilitate professional development opportunities for the facility management staff that make up the bulk of TIA investment
- In partnership with other organisations, explore feasibility of a professional development framework for infrastructure facility managers

Activities

Achieving this goal will require the following high-level activities:

- Establish working group of consortium and external members, chaired by a Board member
- Undertake audit of staff supported by TIA/NCRIS and survey to establish training priorities and available content
- Design and implement a **Pipeline Training** scheme to support training activities
- Consult stakeholders regarding desirability of a professional development framework, professional recognition and career pathways for infrastructure facility managers
- Co-ordinate access to content developed and hosted by the Translation Together consortium (Objective 3) for Australian researchers

Resources

This preliminary work in relation to this Goal (as outlined above) is supported by the funding contract with the Department of Education, specifically:

- Component 1 – TIA Ltd
  - TIA staff support to design and implement the Education and Workforce Agenda
  - TIA Board member/Scientific Adviser support
- Component 5 – Strategic Support
  - Additional funding to operate Pipeline Training Voucher scheme

Success indicators

Success will be indicated by the following:

- Support of training activities resulting in skills increases in facility staff
- Securing additional funds for any other significant activities identified in consultation with TIA's stakeholders, and supported through a business case
- Demonstrate feasibility or otherwise of a broadly accepted professional development framework for research infrastructure managers

3 Productive national and international partnerships to support research infrastructure

Objective

- TIA will take a leadership role in the therapeutic development sector to pro-actively create networks of complementary organisations that provide the sector knowledge and connectivity crucial to achieve Goals 1 and 2. This will:
  - Maximise return on Government and other investment (including co-investment) in therapeutic development
  - Eliminate unnecessary duplication across the sector
  - Identify and pursue strategic opportunities with the potential to enhance national research infrastructure in therapeutic development
  - Build a high level of awareness of facilities in the research community (Goal 5)
  - Continue to build a strong international network by continuing productive engagement with the Translation Together (TT) consortium, which includes members from the UK, EU, Japan, Canada, the USA and Australia

Activities

Achieving this goal will require the following high-level activities:

- Support facilities in their efforts to secure co-investment from state governments via advocacy and promotion
- Develop processes to financially support strategic grant applications from multiple facilities through provision of matching funds (Components 3 and 5)
- Develop the Australian Therapeutic Pipeline as an over-arching initiative, led by TIA and including NCRIS projects as core partners, with the aim of achieving additional funding for a network of facilitators to co-ordinate facilities, build profile, manage collaboration and enable access
- Participate in regular telcons and working groups organised by Translation Together, including annual face-to-face meetings

Resources

This Goal and the activities outlined above are supported by the funding contract with the Department of Education, specifically:

- Component 1 – TIA Ltd – TIA staff support to identify and implement partnerships and engage directly with stakeholders
- Component 5 – Strategic Support – Funds to enable a rapid response to strategic opportunities
- Matching funding for strategic grants through Components 3 and 5
- An NCRIS-focussed Australian Therapeutic Pipeline facilitation model requires additional funding from the NCRIS program to fully implement (subject of current proposal to Government)

Success indicators

Success will be indicated by the following:

- Strong cash co-investment by State Govts and other organisations
- Case studies and project exemplars that demonstrate the value of enhanced national infrastructure involving some of the following:
  - Multiple TIA-supported facilities
  - other Australian Government Departments (e.g. Health, Industry) and associated organisations (e.g. MRFF, MTPConnect)
  - other NCRIS projects
- Evidence of international involvement including TIA participation in projects e.g. HTS assay ring testing and TIA authorship on joint publications

4   A strong profile for the TIA consortium

Objective

The objective of this goal is an increased profile of TIA and its stakeholders, leading to greater engagement, better access to facilities and resulting in translation of health discoveries to clinical application

Activities

Achieving this goal will require the following high-level activities:

- Develop an agreed Marketing Plan
- Implement the Marketing Plan
- Organise events, e.g. symposium, national roadshows or workshops
- Organise attendance at third-party events
  - AusBiotech National Conference
  - Invited seminars and workshops

Resources

Marketing efforts require significant staff resource specifically:

- Component 1 – TIA Ltd
  - TIA staff time
  - Marketing budget including:
    - Website subscriptions
    - Marketing collateral
    - Project tracking subscription (Health Horizon)
- Component 2 – People Support
  - Therapeutic Leads for Cell Gene Therapy and Biologics (Years 2-4)

Success indicators

Success will be indicated by the following:

- Number of TIA website visits inc. to Navigator page
- Increase in profile of TIA and consortium
- Number of publications acknowledging TIA/NCRIS support

Last update: 25th March 2020