|  | Owner | Theme | Description | Measures | Benefits | Progress | Reporting |
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| 1 | Janet Messer | User experience  Service Delivery  **NEW** | Our ability to predict how long a particular type of application will take to process based on the quality of application and complexity of study | Percentage of studies approved within predicted timeline  (categories and timelines to be determined) | Offers the applicant a more precise timetable to allow them to plan subsequent activity | Start with rough prediction from Q3 and refine over time. | **From Q3**  HRA Approval Programme Board |
| 2a | Janet Messer | User Experience  Guidance & Advice  **NEW** | Our ability to increase the number of applications which are “right first time” | Reduction in the number of applications received by HRA with missing documentation /information from >30% to <10% (average all study types) | Increased turnaround of approval outcome  Reduced cost of re-working applications  Increased user satisfaction | Currently reported, may become more difficult to report for assessment | **From Q1**  Data collected for Assessment Delivery Group but to also be reported to External Collaboration & Partnership MB |
| 2b | Sue Bourne | User Experience  Guidance & Advice  **NEW** | Our ability to increase the number of applications which are “right first time” | New- 80% of users rate their experience of our online guidance as either 4 or 5 [percentage is calculated as a portion of those that expressed an opinion] | Increased turnaround of approval outcome  Reduced cost of re-working applications  Increased user satisfaction | Existing measure captured through user satisfaction survey managed by QA Team (Jane Martin/Nicki Watts) | **From Q1**  External Collaboration & Partnership MB |
| 3 | Janet Messer | User Experience  Service Delivery  **NEW** | The full elapsed time for a valid application to receive HRA approval from receipt date of original submission | Target based on 16/17 baseline minus 2 days  HRA to consider how it can capture information using stop clocks during 2017/18 | Improved speed of study set-up will improve potential for researchers to recruit to target and complete studies to schedule. | Should be feasible from April (back dated)  Baseline data to be collated from Q1  Phase 1, categorised as follows:  Non REC  REC PR  Full REC  Phase 2: improved categorisation (within full REC) | **Phase 1: Q1**  HRA Approval Programme Board |
| 4a | Janet Messer | User Experience  Satisfaction  **NEW** | Capturing customer feedback on a more regular basis for specific aspects of the service to establish their overall level of satisfaction with the Approval process | New >75% of applicants scoring the overall service at 4 or 5 on a scale of 1-5 | High rates of satisfaction will potentially increase attractiveness of UK as place to carry out research and enhance reputation of HRA  Sharing positive news enhances staff morale | Survey to be updated to provide correct data. | **From Q2**  Oversight of report initially through External Collaboration & Partnership MB until Customer Support work-stream of SIP established |
| 4b | Sue Bourne | User Experience  Satisfaction  **NEW** | Capturing customer feedback on a more regular basis for specific aspects of the service to establish their overall level of satisfaction with the Approval process | >90% of queries completed within 4 working days | High rates of satisfaction will potentially increase attractiveness of UK as place to carry out research and enhance reputation of HRA  Sharing positive news enhances staff morale | Currently captured via excel spreadsheet – Sam Wigand accesses and reports data as required. | **From Q1**  External Collaboration & Partnership MB |
| 5 | Karen Williams | HRA operating model  Financial Performance  **NEW** | Reduction in the unit cost of processing each application –(baseline to be determined) | >5% cost reduction on 16/17 baseline | A reduction in cost would enable a redeployment of our staff or savings to meet other business priorities | Baseline to be determined during 2017/18.  Phase1: Generic  Phase2: Specific | **From Q3**  Baseline data to be tested.  SIP programme board oversee development. |
| 6 | Karen Williams | HRA operating model  Forecasting  **NEW** | Enhancing the HRA forecasting tools to deliver a balanced I&E position | Divisional forecasts to be within 4% range of forecast target | Improved assurance around active divisional financial management | Investigate forecasting using SBS / Oracle  Reforecasting module SBS / Oracle to be implemented by 31st October (or alternative if not workable) | **From Q2**  Leadership team |
| 7 | Karen Williams | HRA operating model  Estates  **NEW** | Improving facilities utilisation and cost effectiveness | Achieve 8sqm/desk industry benchmark  Work towards achieving 8:10 ratio of desks /staff member | Efficient, cost effective and well managed estates facilities ensure resources are available to meet our business priorities | Data currently recorded and reported. | **From Q1**  Information technology and estates strategy governance board (ITESGB) |
| 8 | Bill Davidson | HRA operating model  Transparency  **NEW** | Our ability to demonstrate publication of research findings | The percentage of studies in which publication is notified to HRA | Improve visibility of research | Lots of work to do implementation date not known | Policy and Public Affairs MB |
| 9 | Jane Thompson / Michele Ekins | Our people  Development  **NEW** | Our commitment to developing our people | 100% of our eligible people have had at least one appraisal within a 12 month period  (All staff to have objectives) | Our people have an opportunity to discuss their development needs and have clear objectives and feel more engaged | Monitoring arrangements being designed by HR in conjunction with L&D.  Database set up record, monitor and report on appraisals data.  ESR project may provide more central location in the future . | **From Q2**  Database live July 2017  Report Aug 2017 and then monthly. |
| 10 | Jane Thompson / Michele Ekins | Our people  Development  **NEW** | Our ability to respond to user needs | >50% of our people have an opportunity to interact outside their direct HRA role with research community | Our people will understand user needs and feel more  engaged | Database set up to allow external interaction data to be recorded, monitored and reported | **From Q3**  1st report October 2017 and then monthly |
| 11 | Gaynor Collins-Punter | Our people  Desktop Services  **NEW** | Our commitment to supporting our people with the IT tools that they need | 10% improvement on 2017 staff survey response for IT service | Increased staff satisfaction  Increased productivity | Annual staff survey carried out in Nov 2017  Consider interim ‘taking the temperature’ pulse surveys at quarterly intervals? | **From Q4**  Results of staff survey Jan 208. |
| 12 | Michele Ekins | Our people | Level of Staff Engagement | >80% from annual survey | Strong evidence that high engagement level results in more productive organisation | Annual staff survey carried out in Nov 2017  Consider interim ‘taking the temperature’ pulse surveys at quarterly intervals? | **From Q4**  Results of staff survey Jan 208. |
| 13 | Michele Ekins | Our people | Sickness absence  Following Board discussion – diversity reporting to be included | <2200 lost days per annum equivalent to 3.0% (2016/17 = 3.5%) | Lost days have an economic cost as well as an effect on staff morale. Therefore vital that a healthy working environment is created – both in terms of workload and workplace | Sickness data currently recorded and reported  Exploring with provider diversity reporting and what is possible. | **From Q1**  Can record and report on sickness now.  Diversity (from Q2) |
| 14a |  | Leadership  HRA Strategic Stakeholder Engagement  **NEW** | Increased participation (by invitation) on strategic decision making groups across the research system | HRA executives spending at least 20% of their time engaging with key external stakeholder groups, managing relationships | HRA becomes more visible with positive reputation and, is recognised as a key opinion leader | Executive team restructure implemented  Objective for all executives | **From Q3** |
| 14b |  | Leadership  HRA Strategic Stakeholder Engagement  **NEW** | Increased participation (by invitation) on strategic decision making groups across the research system | More people aware of HRA and what we do | HRA becomes more visible with positive reputation and, is recognised as a key opinion leader | Baseline – stakeholder perception survey | **From Q3** |