

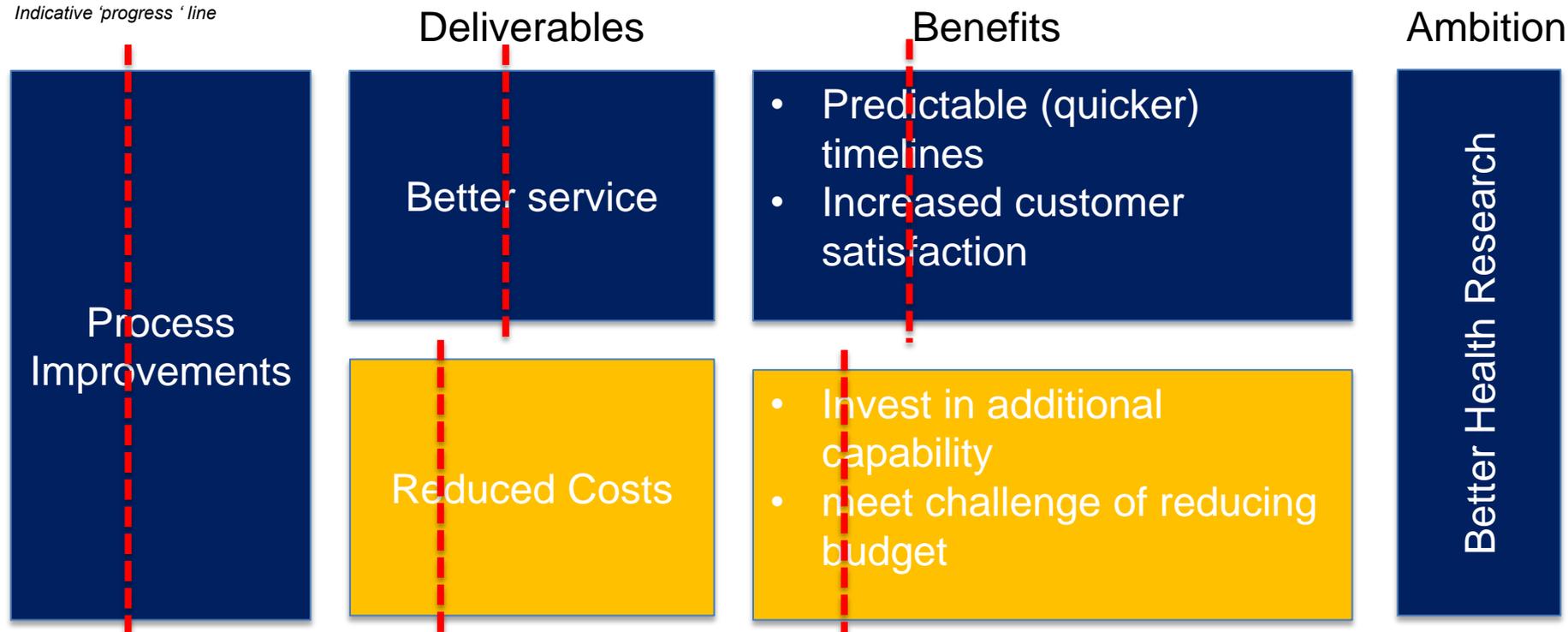
Transformation Programme Report - SIP and Research Systems Programme (RSP) – July 2018

- Overview
- Intended benefits
- Headlines
- Progress report
- High level plan – *to be distributed at meeting*
- Key risks

Overview

- Primary focus remains on process improvements, though KPI's indicate that benefits are being realised (contained in 17/18 performance report)

Indicative 'progress' line



Intended Benefits – Snapshot

Benefit	Business Change	Benefit realisation 'target date'
Enhanced analytical capability which will enable data to be more effectively used in both improving operational performance and offering key intelligence to the research community	Development of 'new' IRAS and further developments in HARP	Initial results towards end Q4 2018/2019, then more pronounced during 19/20
Providing transparency for researchers, stakeholders, patients and the public by offering greater access to data	As above	As above
A process that offers the applicant a more precise timetable to allow them to plan subsequent activity.	Delivering an integrated process and restructuring of approvals directorate	KPI's already indicate a greater level of consistency and predictability
Less time and resource spent on re-working applications following initial submission (i.e. reduction in work needed between applicant and operational teams to get initial application to valid)	SIP – 'Getting it right first time' IRAS verification tool	KPI's suggest gradual decline in number of missing documents
Shorter elapsed time from application to HRA Approval providing opportunity for improved speed of study set-up will improve potential for researchers to recruit to target and complete studies to schedule.	SIP Approval Workstream and development of 'New' IRAS	Timelines have remained steady for all types of study during 17/18 – potential for further improvement with new 'IRAS'
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.	SIP Approval and Customer Service Workstreams	% of applicants who responded to the survey rating the service 7/10 or above was 83% in June 2018
The application of a proportionate approach to HRA Approval will make it easier for researchers to set up studies.	SIP Proportionality Workstream	Commence January 2018- April 2018 – subject to recommendations proposed and the agreement to implement.
Improved consistency in how Research Ethics Committees (RECs) address and consider public involvement in applications for ethical review.	SIP PIER Workstream – development of standards (working with REC's)	Towards end Q4 18/19
Improvement in the quality and relevance of the information that researchers provide on public involvement in applications for ethical review	SIP PIER Workstream – development of clearer guidance to researchers	Towards end of Q3 18/19

Headlines

- SIP and RSP Programme remains green
- 'New' IRAS build commenced 16/7/18
- Restructuring of Approvals Directorate
 - senior appointments made,
 - full organisational change programme, affecting around 60% of workforce, will formally begin in Autumn 2018
- Additional programme resources secured
- Challenges of delivering financial benefits
- Customer support discovery report completed (more detail follows)

Workstream	Status	Commentary
RSP		Development began on 16 July – initial signs are that Pega and HRA team are working very effectively together
HRA Approval - Integrated Process		Proceeding as planned
HRA Approval - Proportionality		Proceeding as planned
HRA Approval - Get it right first time		Quantification of benefit from IRAS verification tool still being assessed
HRA Approval - Amendments		Will require dedicated resource to take forward – exploring possible solutions
HRA Approval – Volunteer recruitment and management		<p>Priority actions for the next few months include:</p> <ul style="list-style-type: none"> Publishing interview dates for the next financial year – 30 June 2018 - complete Interviewing all those in the current 'backlog' – 31 July 2018 – has begun <p>We also intend to establish two small working groups by the end of June:</p> <ul style="list-style-type: none"> - one to look at communication activity (promotion, advertising etc.) <ul style="list-style-type: none"> o small scale targeted at Liverpool area to test in June o wider HRA profile, website, HRA Board involvement in Sept - and the other to ascertain how the end-to-end process can be improved. <p>Some timelines reprogrammed now that realistic planning in place</p>
PIER: Public involvement in the ethical review process leading to more favourable opinions and improved health research		Test bed (organisations who are testing the new Public Involvement guidance in IRAS) process/protocol finalised
Corporate: Development of an effective and efficient corporate support and infrastructure model that results in a business model that secures the best value 'mix' of in-house, third party and shared ALB resourcing.		Proceeding as planned
Customer Support: Delivering an integrated approach to managing the customer relationship, ensuring that all queries are managed effectively and that feedback is effectively used in improving service provision		Report received by Transformation Board in June – <i>see separate slides for further detail</i>

SIP – Customer Support

‘Delivering an integrated approach to managing the customer relationship, ensuring that all queries are managed effectively and that feedback is effectively used in improving service provision’

For purpose of this workstream:

- “Customer” defined as *anyone (individual or organisation) who is involved in, seeks to be involved in, or who has an interest in health and social care research in the UK. This does not mean that the individual or organisation has to be based in the UK. It includes, but is not limited to: applicants, sponsors, funders, participants, and members of the public.*
- In scope: queries/feedback about what we do, processes, committees and services, content we have published, general questions about research landscape and suggestions for improvement
- Out of scope interactions as part of: processing applications, pro-active communications with stakeholders, ongoing activities to develop and improve guidance etc.

SIP – Customer Support

Key findings from initial discovery report – presented to Transformation Board in June 2018:

1. Numerous routes in – incl. mainline phone, generic email addresses (~ 50), webform, direct contact with individuals (email / phone / incidental contact), social media . . .
2. Management of interactions
 - No organisation-wide systems or processes for recording/managing interactions
 - managed by numerous teams/HRA Directorates
 - Majority receive mix of queries and feedback; some overlap in topics handled
 - Some have formal policies/procedures; others use informal or ad hoc processes
 - Many use escalation and/or referral routes
 - Timelines do not exist across all; unique ‘case reference’ systems are not used
 - Widespread use of generic email addresses and shared outlook accounts
 - Not all log activity; if they do then requires other software and manual transfer of data
 - Change in research environment usually leads to incr demand across all points of contact

SIP – Customer Support

Transformation Board discussed short and longer-term opportunities to deliver:

- Better experience for customers (e.g. clearer routes of contact, service standards, consistency)
- Greater efficiency in managing interactions, reduce risks and make better use of data from all this interactions

Next steps:

- Draft implementation plan identifying short and longer term deliverables
(expect to submit to Transformation Board, August 2018)

SIP – Customer Support

Development of HRA Customer Charter:

- Customer Support SIP Deliverable
- Originated from staff suggestion and issue raised by Staff Forum
- Aim:
 - To develop organisation-wide charter setting out what individuals can expect from HRA and what we expect from them in return (note v1.0 not intended to include service standards but will focus on “terms of engagement”)
- Activity to date:
 - Review of customer charters published by other organisations; identification of applicable themes (*complete*)
 - Themes tested with staff via survey (*in progress*)
- Next steps:
 - Results of staff survey will be used to inform an initial draft of the Customer Charter (*expected to be submitted to Transformation Board, August 2018*)

Key Risks

	Research Systems Programme	Mitigation
1	Future running costs cannot be accommodated in HRA spending review allocation	Currently developing financial models for 19/20 against a number of possible scenarios
2	The complexity of managing two supplier relationships whilst developing new IRAS, maintaining current IRAS and developing and maintaining HARP will increase pressure on team and potentially impact on level of service	Both suppliers are now engaged on programme and positive relationships are developing. The management of the relationship and the associated capacity and capability to manage the work going forward is being considered by the DD Research Systems and our Implementation partner
3	Unable to deliver critical functionality and/or connectivity with MHRA necessary for CTR	Scheduled in meetings with MHRA, Appian, Pega and BGO to consider and develop technical solutions