

Agenda item: 9

Attachment: B

HRA BOARD COVER SHEET

Date of Meeting:	24 July 2019
-------------------------	--------------

Title of Paper:	Engagement strategy
Purpose of Paper:	To present an outline engagement strategy and plans for developing it further.
Reason for Submission:	To seek views of Board members
Details:	In paper
Lead reviewer (if applicable):	
Board review required?	Yes / No
Suitable for wider circulation?	Yes / No
Time required for item:	15 minutes

Recommendation / Proposed Actions:	To approve	Yes
	For information / to note	
	For discussion	Yes
	Comments	

Name:	Juliet Tizzard and Nicole Mather
Job Title:	Director of Policy and NED
Date:	17 July 2019

Engagement strategy

1. Background

- 1.1. One of our key strategic objectives is to develop the HRA to be a more pro-active, strategically-focussed organisation. With the recent restructure in the Policy directorate, strategic stakeholder engagement is now led by the Policy and Engagement team, with a new head of department starting in September 2019.
- 1.2. At the March HRA Board meeting, we discussed early thoughts for an engagement strategy and considered the following:
 - our engagement objectives
 - how we will work with external stakeholders
 - who we want to influence and to what end
 - the key policy and service areas around which we want to engage.
- 1.3. In discussing these issues, we touched on wider strategic questions, such as:
 - Do we have the right HRA vision?
 - Should we reconsider the HRA brand identity, specifically whether we should move away from alignment with the NHS and embrace our wider role, including social care?
 - Do we have the right overarching strategic objectives?
- 1.4. At the March meeting, we agreed to spend the Spring having informal conversations with stakeholders, developing an action plan and producing a more worked up version of the engagement strategy for consideration at this meeting.
- 1.5. During that time, we have also been considering the wider strategic questions mentioned above and propose that we split the work into two parts:
 - Developing a new strategy for the HRA, for publication in Spring 2020. This would pick up the wide strategic questions around vision, brand and objectives.
 - Developing a new engagement strategy for the HRA, for publication in Autumn 2019. This would be more focussed on stakeholder prioritisation, engagement methods and areas in which we want to extend our influence. It would be backed up by an engagement plan and may need to be updated in the light of the emerging HRA strategy.

2. Developing the HRA strategy

- 2.1. Our current set of strategic objectives were published in 2017. They are:
 - Championing health and social care research
 - Making it easier to conduct high quality research
 - Developing a proactive, strategically-focussed organisation
 - Capitalising on technological developments

- Ensuring the HRA is governed effectively and provides value for the tax payer
- 2.2. Given how much has changed since 2017 - in the HRA, the research system and the wider political environment – the timing is right to consider our strategy for 2020-2023. This coincides with the arrival of a new Chair, who will wish to play a key role in the development of our future strategy.
- 2.3. In developing the new HRA strategy we will need to:
- Review the HRA’s current strengths and weaknesses and test with stakeholders whether our strengths stand up to scrutiny
 - Understand the likely future environment and determine where we want to position ourselves in relation to it
 - Articulate an HRA vision and mission
- 2.4. We have already started informal dialogue with key stakeholders to get feedback on where HRA might want to focus in the new strategy.
- 2.5. We will need to engage more openly with external audiences in shaping the strategy, having dialogue with close partners in the Autumn and putting a draft strategy out to comment in early 2020. It will also be important to involve HRA staff and our volunteer community (research ethics committee and Confidentiality Advisory Group members and our public involvement network) in the strategy development.
- 2.6. We plan to hold stakeholder sessions (live or by webinar) in the autumn. We would leverage existing stakeholder fora and channels such as the ABPI research group or UKCRC meetings. Meetings could be open to all stakeholders or be held by geography, or by stakeholder group.
- 2.7. During these meetings we would ask for feedback on some key questions:
- Views on current operation of HRA system (IRAS)
 - Impact of recent improvements and approaches to engage different groups
 - Place in the UK’s “global offer” for clinical trials and AI
 - Impact of recent transparency work
 - Likely future IRAS system needs as the clinical trials environment develops
 - Progress on accessing NHS patient data for real world evidence studies
 - Whether HRA could/should hold a central database for service evaluation.
- 2.8. We would aim to consolidate views from this stakeholder engagement by mid-October, to feed into the Strategy development process. A proposed timetable for the development of the new HRA strategy is as follows:

Date	Activity
July	Board seminar on wider Strategy for Life Sciences and HRA context
August	SLT (plus Nicole M) discussions
September	Outline vision and mission during September board seminar

	Review outline with key stakeholders
October	Invite-only workshop to seek early views of stakeholders on outline
November	Board agree draft strategy Discuss draft strategy at REC chairs' conference
December	Staff workshops?
January 2020	Publish draft strategy for comment
February	Stakeholder workshop to discuss strategy
March	Board sign off new strategy
April	Launch new strategy and 3-year plan

3. Feedback from stakeholders so far

3.1. Over the past few months, we have had informal discussions with key stakeholders including ABPI, AstraZeneca, AMRC, National Voices, DHSC, Genomics England, NHS England, OSCHR, OLS, MHRA, Prof Sir John Bell, Medicines Discovery Catapult, IQVIA and MedCity. Feedback has focused on three main areas:

Research approvals

- HRA Approval is now working well with the CWOW pilot welcomed
- There may be some opportunities to streamline the processes and operations of the RECs and reduce the burden on clinical time. This could include stratifying approval processes and enabling greater specialisation of RECs

HRA's role in the wider life sciences offer:

- There is opportunity to more clearly promote the role of the HRA in the context of the UK's "global offer" to industry and enable dialogue with commercial organisations. This could include:
 - Greater signposting to HRA as part of the joined-up UK "global offer"
 - A series of webinars via ABPI to create a dialogue with industry
 - Inclusion of commercial stakeholders in HRA stakeholder groups.
- In future, the HRA needs to respond to the changing needs of clinical trials and the wider research landscape. This could include:
 - Making it simpler to modify or iterate trial paradigms including minimising the need to re-consent
 - Enabling trials suitable for digital tools
 - Dealing with siteless, phaseless trials and complex, innovative design trials .

Digital and health data

- Our focus on this area is welcomed. There is an opportunity for greater coherence across government in the policies on the use of patient data, working with other organisations such as Understanding Patient Data. As the owner of CAG, HRA has an important role to play.

4. Developing our engagement strategy

4.1. Setting aside our work to develop the HRA's strategy, we need to make sure our ongoing stakeholder engagement is effective. At the March Board meeting, we agreed some objectives for the engagement strategy:

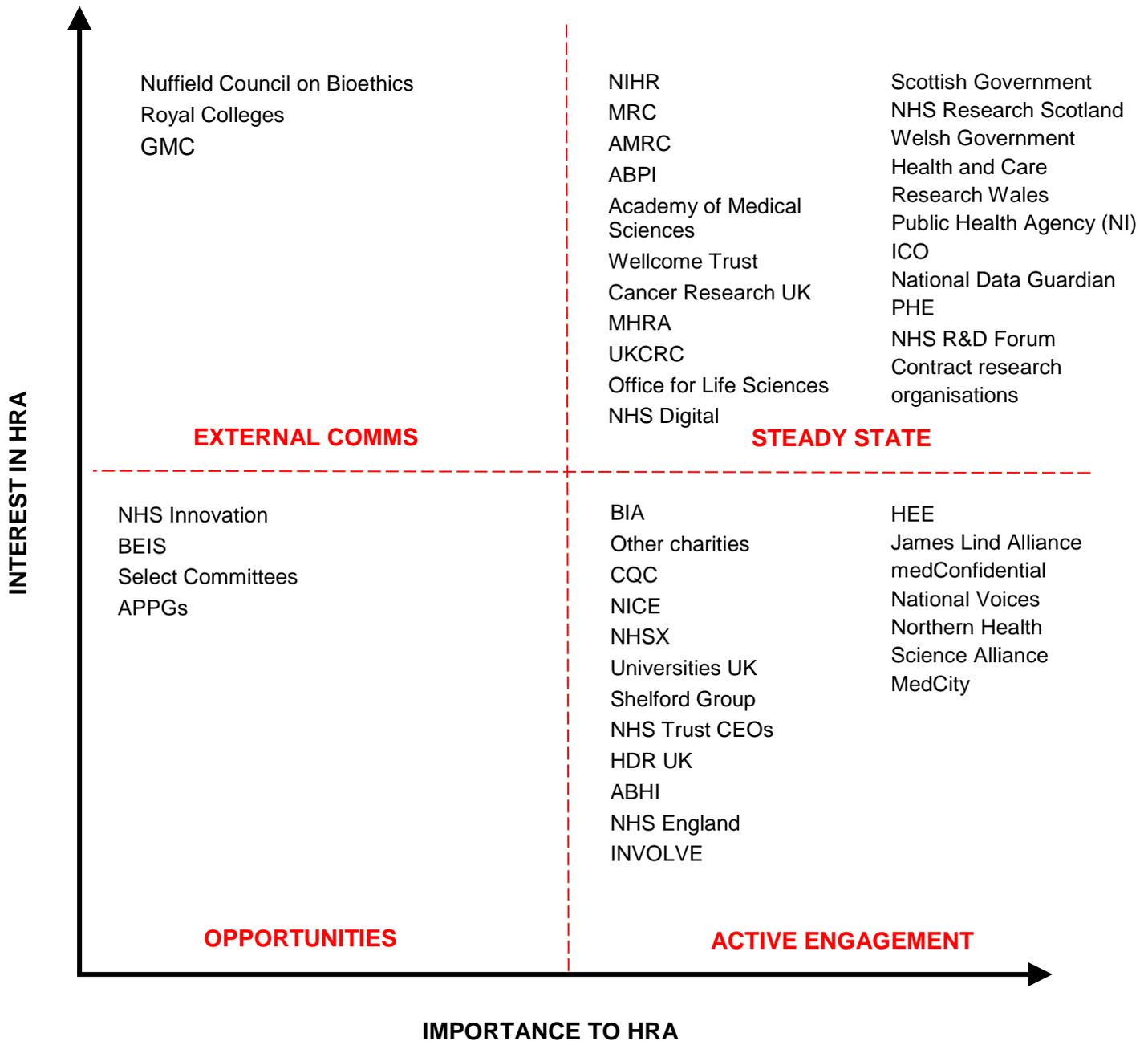
- Increase visibility and impact of HRA across public, private and third sectors including patient organisations
- Strengthen relationships and collaboration across partner organisations
- Better understand the future of health and care research and technology to enable the HRA to evolve in line with user need
- Promoting our agendas on improving research transparency and public involvement in research
- Become a leading voice on the benefits of the use of health data for research while ensuring that ethical and legal constraints are respected.

4.2. We also agreed how we will work:

- Working cross-system to align governance, requirements and standards
- Involving patients and the public in what we do
- Promoting the benefits of research/championing success
- Focussing more on changing behaviour than setting standards
- Taking action when non-compliance identified
- Targeting particular groups where practice is poorer
- Influencing upstream of research approval and monitoring performance afterwards
- Being clear about our expectations.

4.3. Our HRA teams and Non-Executives (NEDs) interact with a wide range of stakeholders from across the system every day. There is a priority group of stakeholders who can influence the future of the organisation. This includes DHSC, CMO, NIHR, UK CRC, MHRA and OLS. The Chair, CEO, NEDs and senior executives interact with these organisations regularly.

4.4. We have segmented our stakeholders by type as well as according to the level of their interest and engagement to enable us to consider where we should focus our limited resources. The following diagram shows the current state of that segmentation work.



4.5. We would propose to focus on the active and steady state quadrants as part of our engagement, including to help ensure that we raise the level of engagement of those organisations in the active group.

5. Plan to accelerate stakeholder engagement

5.1. Our HRA teams and Non-Executives interact with a wide range of stakeholders from across the system every day. As part of this engagement, we have started to focus more on understanding our stakeholders' views of the HRA and how we interact with them. We need to do more work on this before we finalise the engagement strategy.

5.2. Our plan for the autumn is to:

- work up a near-final version of the engagement strategy for agreement at the 18 September Board meeting
- use the opportunity of the HRA future strategy workshop in October to seek further views about how we interact with our stakeholders.

5.3. Other work in the autumn includes:

- Reviewing our stakeholder fora to make sure we are including the right stakeholders and getting the most out of opportunities. This will include considering our relationship with the UKCRC
- Developing methods for sharing the intelligence gleaned from engagement around the organisation and used to inform our service and policy development.
- Reviewing our events strategy: what conferences we partner with, have stands at and attend as delegates
- Developing an engagement plan so that we know in advance what we'll be talking to stakeholders about and through which fora, conferences and comms channels
- Developing low-cost metrics for measuring the effectiveness of our stakeholder engagement.

6. **Questions/discussion points for the Board**

- Do you agree with the proposed timetable for the development of the strategy?
- Do you agree with the proposed approach on the engagement strategy?
- Do you agree with the questions for the stakeholder engagement?
- Do you agree with segmentation of our key stakeholders, as laid out in the diagram?