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| Agenda item: | 8 |
| Attachment: | A |

# HRA Board paper

# 18 March 2020

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| Title of paper: | HRA strategy |
| Submitted by: | Juliet Tizzard, Director of Policy |
| Summary of paper: | To present the final version of the HRA strategy for approval |
| Reason for submission: | For approval |
| Further information: | The paper covers:   * The approach to refreshing the strategy * The final strategic vision and objectives |
| Budget / cost implication: | Minimal |
| Dissemination: | To be published alongside the Business plan in April 2020 |
| Time required: | 15 minutes |

## HRA strategy

### Background

* 1. Organisations are good at describing what they do and how they do it. But they also need to be able to say why they do what they do. An organisation that can explain the 'why' is able to give its staff a sense of direction and to let customers and stakeholders understand what organisation’s value and know what they can expect from it. A clear strategy also helps an organisation plan effectively; to focus on work which most helps to achieve the strategy.
  2. Our current strategic objectives, which we set in 2017, have served us well. However, the context in which we operate has changed, so we need to ensure that our strategy still rings true today.
  3. We agreed at the September 2019 Board meeting that the refresh of the strategy should be relatively light-touch and that engagement around it should be low-level. We have received some feedback from staff which has helped to hone the objectives. We had hoped to engage with volunteers and stakeholders, but staff capacity has limited our ability to do that to date.

### Our vision

* 1. The vision describes why we are here and what we are striving to achieve as an organisation. It should not be time-bound and should remain true over a long period of time.
  2. We have honed the vision based on discussions at Board and other feedback and settled on:

Our vision is for high-quality health and social care research that improves people’s health and wellbeing

* 1. We have also articulated our mission. This describes how we go about achieving the vision; the part we play in high-quality research.
  2. We have settled on:

Our mission is to protect and promote the interests of patients and the public in health and social care research, working with partners across the UK

* 1. The strategic objectives then describe more specific ambitions and areas of work. These have undergone some changes since the January Board meeting, following input from staff and others. We have used them to organise the business plan, describing our activities in three main domains which can be summarised as quality, speed and efficiency.

**Strategic objective 1: Enable high-quality research which is in the interests of participants and carried out with patient and public involvement and high standards of transparency**, focussing on the following areas of activity:

* Robust review of research underpinned by good practice in public involvement
* Transparency and openness in research
* Trustworthy use of patient data in research

**Strategic objective 2: Provide a user-friendly and efficient service which facilitates a strong research environment**, focussing on the following areas of activity:

* Streamlined research approval
* Intuitive research management systems supported by clear guidance and learning
* Consistency and collaboration across the UK

**Strategic objective 3: Be a knowledgeable, well-run organisation that’s true to its values,** focussing on the following areas of activity:

* A diverse organisation which includes and respects all
* Skilled, high-performing people
* An organisation that makes good use of public funds

### Recommendation to the Board

* 1. The Board is asked to review and agree the vision, mission and strategic objectives. Any changes will be incorporated into the business plan.

### Next steps

* 1. Once confirmation of income for 20/21 has been received, we will publish the refreshed strategy alongside the Business Plan early April.