

Agenda item:	7
Attachment:	A

HRA Board paper

15 July 2020

Title of paper:	Strategic performance report: April-May 2020
Submitted by:	Karen Williams, Deputy Chief Executive and Director of Finance
Summary of paper:	To provide the HRA Board with a review of strategic performance.
Reason for submission:	For approval
Further information:	<p>The paper presents the performance of the HRA in delivering the strategy. Presented in a new format, it seeks to simplify reporting to the Board, focussing on five key areas:</p> <ul style="list-style-type: none"> • Our people • Our customers and stakeholders • Approvals service • Finance • Programme delivery <p>It also provides an overview of activity since the last report, the external environment, key risks and issues and the outlook for the next period. This incorporates the commentary that used to appear in the Directorate updates.</p> <p>The report no longer provides an update of each quarter. Instead, we report the most recent data available. For this meeting, we report on April and May 2020.</p> <p>We would welcome comment on the format of the report, as well as the performance it describes.</p>
Budget / cost implication:	N/A
Dissemination:	Published on HRA website with Board papers
Time required:	15 minutes

Strategic Performance report

2020/1: July 2020 (covering April and May 2020)

April and May have been dominated by the Covid-19 pandemic. Our staff and volunteers continue to prioritise Covid-19 research studies to ensure that we provide early advice and helpful guidance for applicants, signpost to appropriate public involvement input, review new studies and amendments through the fast-track process and publish information about approved studies on our website. As we reported to the Board in March, we are able to offer short approval timelines, with the median approval time for Covid-19 studies requiring review at a full REC meeting being 11 days.

We have carried out a second survey of our staff to understand their experience of home working and capacity during this period. The findings show that staff feel well supported. We have worked to ensure that each office is 'Covid-secure' and that those staff who are unable to continue to work from home are able to use the office in a safe way.

During this period we have:

- Launched a new online tool to enable applicants to book their study into a REC meeting
- Launched a new tool to help applicants categorise and submit their amendment it online
- Published our Business Plan for 2020/21 and described our refreshed strategy
- Received confirmation that the DHSC Investment Committee has approved our outline business case for the Research Systems Programme
- Received a report on the recommended Target Operating Model for Research Systems
- Initiated a programme to evolve our research review model, building on insights from Covid-19
- Recommended work on research transparency
- Commenced recruitment for a new Chief Digital Transformation Officer
- Run a series of development sessions with the Senior Leadership Team
- Rolled out Microsoft Teams to all staff to enable more effective collaboration

External environment

As the research community turns its attention to the landscape after this initial emergency phase of the pandemic, we have taken part in cross-system workshops and surveys considering what we can learn from Covid-19 research, what changes we might make to our services and processes in future and how we can improve the environment for clinical trials for the future.

Outlook for the next period

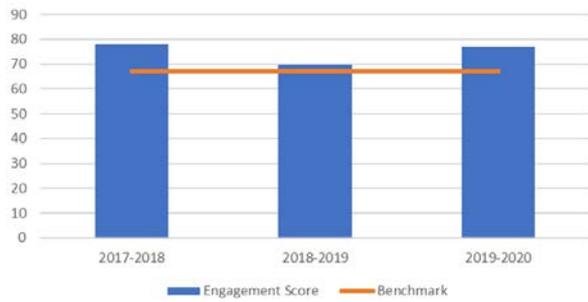
In the next period, we will focus on initiating the new programmes identified in the business plan, focussing on recruitment, planning and early stakeholder engagement.

We will carry out a procurement process for a delivery partner for the next phase of the Research Systems programme.

We will also begin the organisational change process for staff affected by the Bristol and London office moves.

Our people

Staff engagement

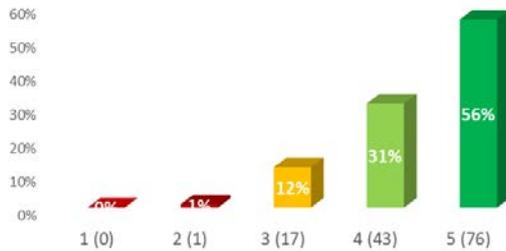


Staff engagement based on answers to the annual staff survey: HRA staff 77% (target: 78%), Industry benchmark: 67%

March 2020

Staff satisfaction during Covid-19

How is the HRA is managing the current situation?



'Overall how well do you feel the HRA is managing the current situation for our staff?' (1=very poorly 5=very well) April 2020

Staff capacity

86%*

May 2020 *target: 96%

Our customers and stakeholders

Customer satisfaction



Customer satisfaction has recovered from the 2019 dip and it is now higher than ever

Visitors to the website		
Unique page views	234,000	231,118
	April 2020	May 2020

Approvals service

Median approval timeline for studies reviewed at a full REC meeting		
Submission to REC opinion*:	50 days	35.5 days
Submission to HRA Approval**:	78 days	77 days
	April 2020	May 2020
*REC-only studies **Not including REC-only studies		
Median approval timeline for COVID-19 studies		
Submission to approval - full REC:	7.5 days	11 days
Submission to approval - PR:	2 days	8 days
Submission to approval – non-REC:	2 days	1 day
	April 2020	May 2020
Median approval timeline for CAG research studies		
From application to completion	29 days*	
	May 2020	*Based on 3 applications

Finance

Expenditure within 4% of funding	
Overall	Research systems
	
To May 2020	

Programme delivery

Programme	Status	Comment
Post-Covid research review model		Meetings are being held to map out the scope.
Approvals Operational Programme	↕	Revised governance being put in place.
Combined Ways of Working (CWoW)		Pilot running to plan with minor improvements to process and technology.
Study Set-up		Work on model agreements progressing. Roll-out of amendments and online booking delivered.
Research systems	↑↑	Online REC booking and online submission of amendments successfully deployed. Way forward for CWoW agreed with DHSC and MHRA.
Supporting our people		The programme is in the initial stages of setting up, including definition, scope and governance. There is on-going activity in support of staff through our HR, L&D and comms teams.
Data-driven technology		Funding from NHSX to be released in Qtr2. Project planning sessions and recruitment taking place.
New IRAS website		Governance aligned with Research Systems programme. The next step is to recruit a product delivery manager and a supplier.
Research transparency implementation		Programme board Terms of Reference agreed, Programme Definition Document created, and benefits profiles developed.
Making our communications channels accessible		Work continues to support the ongoing compliance of the HRA website and identifying changes required for other platforms.
Valuing our volunteers		Funding ringfenced and external supplier will be commissioned to assist with the project. Initial meetings held and scope agreed.
Estates strategy		Discovery work commenced for Future Estates Strategy. London office move is now scheduled for January. Bristol scheduled for November.
Future Services Programme		Service desk contract signed and MoU discussions progressing with NHSE/I.
ICT transformation		Teams soft launch completed, and mobile phone contract agreed.

	Progressing to plan
	Problems have occurred but being managed by programme
	Significant problems, requires intervention of programme board
	Not started