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| Agenda item: | 10 |
| Attachment: | A-E |

# HRA Board paper

# 18 November 2020

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| Title of paper: | Engagement Strategy and Plan |
| Submitted by: | Naho Yamazaki and Will Navaie |
| Summary of paper: | To present the organisational Engagement Plan for Board approval |
| Reason for submission: | For approval |
| Further information: | The paper covers:   * Background * Updated HRA Engagement Strategy * Draft Engagement Plan * Update on user group establishment * Next steps |
| Budget / cost implication: | It is anticipated that the cost of implementing the strategy can be met within existing stakeholder engagement and communications budgets |
| Dissemination: | We do not plan to publish the Engagement Strategy or the Plan externally |
| Time required: | 15 minutes |

## Engagement Strategy and Plan

### Background

* 1. The Board approved HRA’s Engagement Strategy in September 2019. Since, then the Policy and Engagement Team has been working to develop an Engagement Plan to implement the Strategy. This includes:
* An internal audit of our engagement activities in early 2020. We interviewed HRA staff and Board members and conducted a mapping exercise of stakeholder forums and groups supported or attend by HRA staff.
* Stakeholder prioritisation exercise by the Senior Leadership Team in September 2020.
* Board seminar in September 2020 to provide an update on the above and to discuss the possible development of user groups.
  1. In parallel we have been supporting a range of stakeholder engagement activities.
* Provision of briefings to the Chair and Chief Executive ahead of one-to-one meetings with key decision makers. These include meetings with their counterparts at ABPI, MHRA, HTA and OSCHR, as well as DHSC’s Minister for Innovation, Lord Bethell.
* Similarly, provision of briefings ahead of key roundtables/workshops such as those on future of clinical research by the Clinical Research Coalition (co-chaired by Baroness Blackwood and Jonathan Sheffield) and regulator roundtables convened by NHSX Chief Executive, Matthew Gould.
* Staff-level meetings to discuss policy and strategy issues with key stakeholder organisations including ABPI, OLS, MHRA, NIHR, IQVIA, and AMS.
* Development of communication & engagement strategy/plan for several transformation programmes including Research Systems, Research Review and Research Transparency.

### Engagement Strategy and Plan

* 1. We have reviewed and refreshed the Engagement Strategy, in light of the new HRA Strategy that was approved by the Board in March 2020 and the reprioritisation of our stakeholder list by the Senior Leadership Team in September. This is attached at Annex A. The draft Engagement Plan, for which we are seeking the Board’s approval, is attached at Annex B. The Plan consists of:
* Purpose and scope
* Governance
* Stakeholders
* Engagement Channels and Methods
* Measuring effectiveness
* Actions and timeline
  1. The Plan builds on findings from the staff and Board member interviews (Annex C) and mapping of stakeholder forums and groups (Annex D). It also addresses the recommendations made in the Government Internal Audit Agency’s ‘Health Research Authority: Stakeholder Engagement’ report (August 2019).

### User Groups

* 1. Further to discussions at the last Board meeting, we are currently planning on developing user groups for two broad categories of stakeholders: our volunteers and researchers.
  2. The volunteer user group will consist of individuals from Research Ethics Committees (12 members), Confidentiality Advisory Group (3 members) and Public Involvement Network (3 members). The terms of reference and recruitment process are currently being finalised. This Group is hoped to provide insight into Research Review and Valuing our Volunteers programmes, amongst others.
  3. Further work is ongoing to develop the group which will consist of users of our systems, primarily researches. We plan to embed representatives of this user groups in the engagement approaches for relevant transformation programmes. For instance, researchers from this user group will be part of the Advisory Group to be established for the Research Review programme. They will also be asked to take part in the user research, to be carried out by external suppliers, for the IRAS website development project and Research Systems programme.

### Next steps

* 1. Once the Engagement Plan is agreed, the Policy and Engagement Team will undertake the following, some of which are already in train.

1. Develop individual, organisational communication and engagement plans for high-priority stakeholders (DHSC, NIHR, MHRA, AMRC, OLS, and ABPI). For ABPI and AMRC we will also consider plans for key member companies/charities.
2. Develop organisational communication and engagement plans for groups of stakeholders that are lower down on the priority list (termed Tiers 2, 3 and 4).
3. Arrange and track regular meetings between the Chair and Chief Executive with key decision makers.
4. Establish a mechanism for providing pre-meeting briefings and post-meeting dissemination of notes/actions for the above meetings. Apply the same for key individual meetings and stakeholder forums attended by HRA staff.
5. Undertake a review and make recommendations to the Senior Leadership Team on our stakeholder forums.
6. Undertake a review of regular events hosted or attended by the HRA. Establish a central record of speaking events.
7. Conduct a stakeholder perception survey on our engagement to get a baseline against which we can measure impact of executing our Engagement Plan.
8. Develop a short report on stakeholder engagement activities, to be included the Board papers.
   1. In addition, we will

* Support the development of volunteer and researcher user groups with leads of relevant transformation programmes
* Establish a mechanism to ensure co-ordination of engagement activities across the organisation, which takes account of all activities through the transformation programmes