

<b>Agenda item:</b>	9
<b>Attachment:</b>	A

## HRA Board Cover sheet

### 20 January 2021

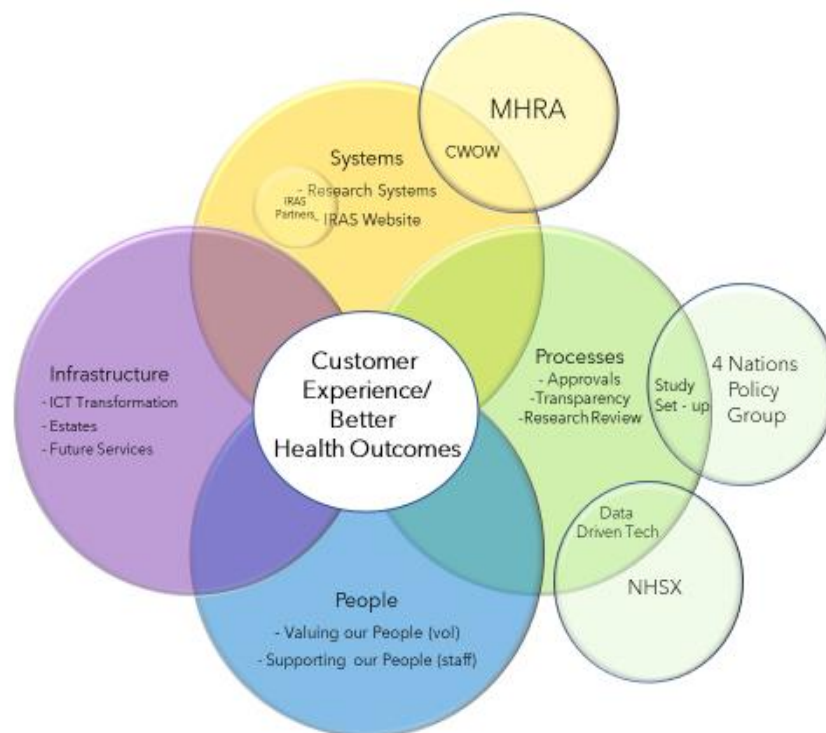
<b>Title of paper:</b>	Transformation Portfolio
<b>Submitted by:</b>	Ian Cook
<b>Summary of paper:</b>	This paper intends to offer the Board both an update in progress on the Transformation Portfolio for 20/21 and on the continuing work in identifying and agreeing the portfolio for 21/22
<b>Reason for submission:</b>	To ensure the board are kept informed about the progress of portfolio delivery for 20/21 as well as the opportunity to contribute and comment on the developing portfolio for 21/22
<b>Further information:</b>	The report is for information and no specific decisions are required.
<b>Budget / cost implication:</b>	Budget related to the 20/21 portfolio is on track and the budget for next year will be agreed as part of the overall business planning exercise for 21/22
<b>Dissemination:</b>	As a part 1 paper it is a public document.
<b>Time required:</b>	15 mins

# 1. Introduction

1.1. The HRA Transformation Portfolio includes a number of exciting and potentially ground-breaking pieces of work that will significantly enhance and improve the health research environment. Services will be redesigned around users and our new technology platform will deliver a world-class hub for health and social care research in the UK. This will enable smooth and intuitive access to research approval, study management, best practice guidance and lay-friendly information about the results of research. Our people-focussed programmes will support a strong research culture, with high ethical standards and a focus on transparency, patient involvement and trustworthy use of patient data.

## 2. Part 1 - Progress update

2.1. At the boards meeting in November 2020 the following graphic was presented to help understand both content of the portfolio and the high-level relationships between initiatives and other bodies. It is re-presented again here as an aide-memoir.



2.2. It is important to note that the period covered by this section of the paper, due to the standard reporting cycle for the portfolio only covers up to 30 November 2020, however there is a more detailed and recent update from two initiatives within the portfolio, Research Review and Estates, which also form part of this agenda item.

2.3. Work is also ongoing in creating a more effective reporting format for the Board which will follow a dashboard approach, this is going through its final stages of approval and will be used at subsequent meetings. This will incorporate a more detailed update on progress in benefit delivery.

2.4. The table below illustrates a commentary on current progress. Overall, the portfolio is showing green

**Strategic objective - Enable high-quality research which is in the interests of participants and carried out with patient and public involvement and high standards of transparency**

<b>Programme</b>	<b>Status</b>	<b>Comment</b>
Research Review Programme	Amber As before	Fast Track Ethics Review Pilot Assessment Framework Delivered. However, the Research Advisory Group membership has not yet been agreed. <i>(further details on progress in associated paper)</i>
Research Transparency Implementation	Green As before	Deloitte Registry analysis is progressing well as is the engagement with NIHR to ensure alignment of reporting requirements.
Approvals Operational Programme	Green As before	Project completed and closed. Closure and Lessons Learnt report to be produced
Combined Ways of Working (CWoW)	Green As before	Further workshops (MHRA/HRA) held to discuss CWoW process/system requirements for delivery between now and June.
Study Set-up	Green As before	4 Nations contracting leads continued discussions around model agreements and exit from EU and the UK position on the use of Data Protection Impact Assessments for research have been agreed with MHRA and ICO and are published on the website.

**Strategic objective - Provide a user-friendly and efficient service which facilitates a strong research environment**

<b>Programme</b>	<b>Status</b>	<b>Comment</b>
Research systems	Amber As before	The full business case was approved by the Investment Committee in December. The programme is showing amber as a couple of elements of the Phase 3 delivery have been delayed and will now be implemented in January 2021.
Streamlining data-driven technology		Programme manager joined in December. Pilot of coordinated review of medical devices documentation agreed by joint HRA/MHRA project group.
New IRAS website	Amber Decreasing	The appointment of the supplier is likely to be delayed as we are re-evaluating the technical approach to the website – so are not progressing the procurement currently
Making our comms channels accessible	Green As before	Project completed and closed.

**Strategic objective - Be a knowledgeable, well-run organisation that's true to its values**

<b>Programme</b>	<b>Status</b>	<b>Comment</b>
Supporting our people	Green As before	The new CEO has been appointed and will join in February. The personal development funding initiative has been completed and the recruitment of an ED&I manager has been agreed.
Valuing our volunteers	Green As before	Recruiting materials for REC service have been developed and the volunteer recruitment process is being developed.

Estates strategy	Green As before	London office (Redman Place) - snagging and defects have been completed. Bristol office – IT kit has been set up. Also all mobile phones have been replaced ( <i>further information is included in separate estates paper detailing proposals re Nottingham office</i> )
Future Services Programme	Green As before	Have moved to Teams from Skype and had several meeting with NHS E&I to understand data migration and end user service requirements.
ICT transformation	Green As before	Cyber security – amended asset review process to take account of cyber security and business continuity. Discovery work underway to inform the corporate management information strategy.

### 3. Part 2 – Developing the portfolio for 2021/22

3.1. The paper presented to the Board in November outlined the approach for developing the portfolio for 21/22. This section of the report details the progress that has been made since that time and also the plan for reaching a final decision.

3.2. The Senior Leadership Team (SLT) have met a number of times to agree the commission of business cases for 21/22. This has resulted in the following initiatives being identified.

- Research Systems Programme (BC already agreed)
- IRAS Website
- Combined Ways of Working (CWOW)
- Research Review Programme
- Research Transparency
- Streamlining Data Driven Research
- Study Set-Up
- Supporting our People
- Valuing our Volunteers
- ICT Transformation
- Estates (will close as a programme in June 2021)

3.3. Business cases have now been drafted and will have been reviewed and assessed for completeness by the time of this meeting. This initial assessment will cover:

- Link to government/HRA priorities
- Financial and resource implications
- Cost/Benefit
- Governance and delivery plan

3.4. In addition to this review a prioritisation process will also be agreed to enable the ultimate ranking of initiatives and also key activities within those initiatives. As was outlined in the November paper the criteria that will be used to prioritise will broadly be around the following:

- The link to Government's vision
- The potential scale of customer/societal/financial benefit that will be realised
- The risk associated with 'non-delivery'
- The criticality of timelines (what has to be delivered)
- The scale of investment
- The funding envelope (availability of budget)

- 3.5. A further workshop in February will finalise the recommended portfolio and will be brought to the board meeting in March as part of the overall Business Planning output.

## **4. Conclusion**

- 4.1. Progress against the plan for 20/21 remains satisfactory and no significant issues have been identified. A fuller review of the year will be tabled at the March Board meeting which will include the full list of products delivered and the associated benefits realised this will sit alongside the planned portfolio of change initiatives proposed for 21/22