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| Agenda item: | 7 |
| Attachment: | A |

# HRA Strategy

# 18 May 2022

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| Title of paper: | HRA strategy |
| Submitted by: | Matt Westmore/Becky Purvis/Eve Hart |
| Summary of paper: | This paper provides the HRA strategy 2022-25 for review. |
| Reason for submission: | For approval |
| Further information: | Following approval, further work will be undertaken to:   * draft remaining content (as indicated) * develop supporting case studies, quotes and data * design the final strategy document. The draft infographic provided is an example of the visual identity that will be used for the strategy. |
| Budget / cost implication: | n/a |
| Dissemination: | The strategy will be launched on 8 June in Manchester. A communications and engagement strategy will be developed to disseminate this effectively to the HRA’s stakeholders. |
| Time required: | 20 minutes |

### **Introduction**

Board approved [HRA Strategy 2022-25 headline priority areas](https://s3.eu-west-2.amazonaws.com/www.hra.nhs.uk/media/documents/03-22_10A._HRA_strategy-_headline_priority_areas_March_Board_WAV.pdf) at its March meeting and are now asked to approve the final draft ahead of its launch on 8 June.

This draft has been informed by a Strategy Working Group of 8 public contributors. The Group are working closely with HRA staff to refine the strategy – helping us to think about the words we use to describe what we’re planning to do and the difference that it will make – and launch the strategy.

The text provided below includes:

* Our vision
* Our two strategic priorities
* How we work – a draft of the infographic that will appear here has been shared separately, showing the visual identity that we plan to use for the strategy – note that the text in the draft does not directly match the below.
* The change that you will see – key milestones over the next three years

To be drafted following approval:

* Chair/Chief Executive introduction
* Information about the HRA – what it does and why it matters

To note:

* The use of ‘you’ is directed at different audiences under each priority. For ‘include’, ‘you’ refers to everyone, for ‘accelerate’, ‘you’ refers to research team. In draft this is quite jarring. We plan to work with the designers to use imagery to make this clear and ensure that the strategy commitments resonate with different groups of stakeholders.
* We are working with the Strategy Working Group to identify case studies, quotes and data that will help tell the story and enable us to use terms that will resonate with specific audiences. For example, a quote from a government/industry voice to reference our contribution to realising the UK government’s ambition for the UK to be a science superpower.

1. **HRA strategy**

**Title:**

Making it easy to do research people can trust

**Chair/Chief Executive introduction:**

To be drafted

**Our vision:**

High quality health and social care research today, which improves everyone’s health and wellbeing tomorrow.

**Our priorities:**

1. **Include: Health and social care research is done with and for everyone.**

* 1. **Include everyone in research**

Meaningfully involving people in all stages of research and sharing its findings is crucial to earn people’s trust. It helps us do better research that can improve care.

We will:

* Push for change to increase diversity and inclusion in research
* Increase public involvement in research
* Make transparency the norm for research

**1.2 Ask you what you want research to look like and act on this**

Research must address the issues that matter to you to earn your trust.

We will:

* Champion issues that are important to people in research
* Create public conversations about research issues that matter to people
* Encourage researchers to do a better job of putting people first

**1.3 Involve you in the HRA**

We can make better decisions by working with a diverse group of people with lived experience and making sure that anyone who wants to can get involved.

We will:

* Increase public involvement in how we make decisions
* Listen to and involve a diverse group of people in our work
* Talk in a way that everyone can access and understand

1. **Accelerate: Research findings improve care faster because the UK is the easiest place in the world to do research that people can trust.**

**2.1 Save money and time so that you can focus on doing good research**

To earn people’s trust, research projects involving people, their tissue or their data need a number of approvals before they can go ahead. We will make it easier for researchers to find out what they need to do and earn these approvals.

We will:

* Join up research approvals across the UK
* Make it easier to put people first in research
* Make sure that precious NHS resources are focussed on research that will help improve care.

**2.2 Create a new online system to help you make research happen**

The approvals that each research project needs come from different organisations depending on what it is trying to do. We will:

* Connect the steps that are part of doing research and make them easy to follow.
* Work with others so that each step you take informs the next

**2.3 Support new ways to do research**

We will make it possible to do new types of research here in the UK so that we can get better, quicker answers and put people first.

We will:

* Work with research teams to explore new ways to do research and make these happen.
* Learn together to make sure that regulation keeps up with research so you can trust our decisions.

**The change that you will see**

By 2025, we will make it easier to do research that people can trust:

These are high-level milestones that we plan to deliver. We will provide further detail, including how we will measure our success, in our annual business plans.

**Include: Health and social care research is done with and for everyone.**

**Include everyone in research**

More diverse groups of people with relevant lived experience are involved in all stages of research and are able to take part, with the findings shared publicly so that they can be used to improve care.

**2022-23**

* Deliver ‘Make it Public’ conference and report to share best practice and maintain momentum to make transparency about research the norm. (To be delivered annually)
* Coordinate action by the health and social care research sector to deliver our shared commitment to embed public involvement.

**2023-24**

* Implement new requirements for clinical trials.
* Develop ways to assess researcher’s performance on transparency about research and policy on applying sanctions
* Make it easier for Research Ethics Committees to share insights from good public involvement in the research they review, and to challenge poor involvement.

**2024-25**

* Improve the diversity and inclusion of people taking part in research.
* Deliver ‘Make it Public’ ambitions on registration so that information about clinical trials is made public before the research begins.
* Make sure that all research teams feed back to participants so that people taking part in research are given information about its findings.

**Ask you what you want research to look like and act on this**

It is easier to put people first in research

**2022-23**

* Better support members of the public who work with us or have questions and concerns about our work

**2023-24**

* Make changes to the standards that we expect the information given to people taking part in research to meet, and how we assess this. This will improve informed consent and make it easier for researchers to develop this information and ethics review committees to review it.
* Deliver a programme of public facing activities so you can tell us what matters to you about research and we can act on this.
* Establish mechanisms to reach diverse groups of people including those that are currently under-served by research to hear what they want research to look like and act on this.

**2024-25**

* Push for changes that make it easier to put people first in research.

**Involving you in the HRA**

We make better decisions, informed by a diverse group of people with lived experience.

**2022-23**

* Create more opportunities for people with lived experiences to be involved in our internal decision making.

**2023-24**

* Include a more diverse group of people in our regulatory decision-making committees
* HRA communications and engagement help people find out what the HRA is doing and why it matters.

**2024-25**

**Accelerate: Research findings improve care faster because the UK is the easiest place in the world to do research that people can trust.**

**Save money and time so that you can focus on doing good research**

It is easier for researchers to find out what they need to do and earn the approvals for their research to go ahead

**2022-23**

* Support changes needed to research supported by NIHR after the COVID-19 pandemic so that precious NHS resources are focused on research that will help improve care.

**2023-24**

* Make changes to how we regulate and review research so that it is more proportionate and focuses on the issues that matter most to people.

**2024-25**

**Create a new online system to help you make research happen**

A new online system is helping researchers take the steps needed to make their research happen.

**2022-23**

* Put human-centred design at the heart of the new Integrated Research Application System (IRAS) – an online system which allows researchers to make one application for research anywhere in the UK.

**2023-24**

* Regularly update the new system to keep improving it.
* Automatically share data with other organisations involved in approving research so that researchers do not have to submit the same information multiple times.

**2024-25**

* Continue improving our services to help make research happen.

**Support new ways to do research**

The UK is a destination to do new types of research that people can trust

**2022-23**

* Offer a tailored service for researchers to explore new ways to do their research and help them navigate the system to do this
* Create an HRA change and innovation function so we always keep pace with changes in research.

**2023-24**

* Support new types of digitally-enabled and decentralised research, making sure that regulation keeps up so it is clear what researchers need to do to earn public trust and make the research happen.
* Support research at every stage of a patient journey through the new Integrated Care Systems.

**2024-25**

**How we will do this**

We will:

* Use digital technology well to do our work
* Always look for ways to do things better

*A draft of the infographic that will appear here has been shared separately*

A number of underpinning strategies help us deliver our strategy.

*(Where this appears on the website this will be a hyperlinked list)*

* **Communications strategy** (date published)  
  sets out how we support excellent interactions with the HRA and the research community or research participants, celebrates the positive impact of the HRA on health and social care research, builds our reputation and influence with stakeholders, positions the HRA as a thought leader in research and informs and reassures patients about how they, their data and tissue may be involved in research, and the crucial role of the HRA in protecting and promoting their rights.
* **Digital strategy** (date published)  
  sets out how we intend to work in an agile and flexible way to design, develop and support easy to use, intuitive and accessible systems that reduce complexity, provide valuable insights to support improved decision making and deliver a consistent, predictable, high-quality service that allows researchers to plan effectively.
* **Equality, Diversity and Inclusion strategy** (date published)  
  sets out how we ensure that the HRA is an inclusive and diverse organisation. Having a diverse workforce and inclusive culture will help us in our mission to protect and promote the interests of patients and the public in health and social care research.
* **Engagement strategy** (date published)  
  identifies our key audiences and how we want to influence or communicate with them. Implementing this Strategy will ensure that we have greater influence over behaviour in the research community and greater impact across the research system nationally.
* **Public involvement strategy** (date published)   
  sets out our unique role within the research community to ensure the opportunity, rights, and well-being of people in research.
* **Estates strategy** (date published)  
  sets out how we intend to meet the changing needs of the communities we serve and align with key government priorities
* **Internal Audit plan** (date published)  
  sets out to provide assurance that the HRA is a well-run organisation and manages its risks and uses internal audit as a tool for quality improvement.
* **People strategy** (date published)  
  sets out how we will work to ensure that the HRA is a diverse and inclusive organisation where everyone is supported to be their best, is valued, and is proud to be part of the team
* **Sustainability strategy** (date published)  
  sets ambitious goals to support our sustainability practices. We have declared a climate emergency.

In year one, the Communications, Engagement and Public Involvement strategies will be updated to reflect delivery of the HRA Strategy 22-25.

**About us/who we are**

To be drafted