



Health Research
Authority

Portfolio Dashboard

Quarter 1 2023



Summary

Overall Progress

Progress

- Overall progress set to amber. Include, Accelerate and Improve are green but Digital is red due to the Research Systems Programme.
- Initiated project on streamlining methods to contact people about research.
- Development of website has been paused.
- Kicked off project with NHS England on information governance and CAG requirements.
- HRA submitted a compliant 'Standards Met' Data Security & Protection Toolkit.
- Annual report and accounts streamlined.
- New management programme launched and Stepping into Leadership programme completed.
- Manchester office move completed.

Challenges

- Risks around securing a new delivery partner for RSP.
- Risks around DHSC investment committee approval for the RSP business case.
- Risks around legacy infrastructure work to ensure business continuity.
- Recovery, Resilience and Growth is amber due to dependencies with RSP.
- Clinical Trials Regulation project dependent on availability of MHRA to create transition plan.
- New Learning Management System go/no-go decision. Potential financial penalties if not agreed.
- NHSE Secure Data Environments – NHSE project manager not in post yet and funding not agreed.

Include

Accelerate

Digital

Improve

Strategy delivery report

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

Include everyone in research:

- Workshops are underway with MHRA to develop expectations and guidance on diversity and inclusion in research
- We held a meeting of the signatories of the shared commitment to public involvement to agree ambitions to make change happen over the year ahead
- Stakeholder engagement interviews are underway to inform the legislative requirements for transparency of clinical trials of medicines and future guidance.

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

- We are preparing to publish the results of public attitude polling into the issues that are important to earn people's trust in research
- We are working with members of the public to develop plans for a roundtable discussion in the autumn to discuss how people can trust the way that they will be treated if they lose capacity while taking part in a longitudinal research project.
- We are refining a set of hallmarks of people centred clinical research with a group of patients and researchers that we plan to launch later in the year.

Involve you in the HRA:

- We have opened applications for people who would like to join the new Community Committee
- We are initiating a project to build relationships with individuals, groups, and communities we are not already working with and ask what matters to them to inform our work.
- We have paused redevelopment of our website. We are continuing to refresh our brand to ensure we talk in a way that everyone can access and understand.

Strategy delivery report



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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:

- National Contract Value Review programme early results show 45% reduction in site set-up time
- developed research performance dashboard for Secretary of State with DHSC and NIHR
- implementing mitigations to support applicants affected by delays in MHRA review
- initiated project on streamlining methods to contact people about research (O'Shaughnessy)
- workshop with industry and NHS to co-design actions to address delays or burdens in site setup

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

- undertaking 'as is' process mapping of all the business processes relating to all partners that will interact with new IRAS across the full research journey from research question to dissemination
- exploring future application form requirements with MHRA
- reviewing sequence of questions in new question set to support an 'ideal path' for information flows throughout the IRAS journey
- challenging application form requirements from a proportionality perspective
- exploring requirements to streamline handling of amendments

Support new ways to do research :

- kicked off project with NHS England on information governance and CAG requirements for Secure Data Environments
- supporting development of proposals for future sustainability of the AI Digital Regulatory Service
- initiating conversations with researchers implementing people-centred ways of working, to understand barriers and enablers (linked to development of hallmarks in Include report)

Strategy delivery report

NHS

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Digital: Use digital technology well to do our work

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Design our digital systems in a human-centred way:

Digital is currently showing red largely due to the risks it is tracking around securing a new delivery partner and associated DHSC investment committee approval for the RSP business case, plus the legacy infrastructure work to ensure business continuity. Positive steps are being made in several areas underpinning foundation work including recruitment, training arrangements and tooling readiness (Jira and ITSM).

Automate and join-up processes where this will improve our work

The data housekeeping workstream has worked up more around the options and is drafting a business case.

HRA submitted a compliant 'Standards Met' Data Security & Protection Toolkit return at the end of June (only 7 out of 12 ALBs achieved this), which GIAA audited and found to be a significant improvement on the previous year's submission (despite being evaluated as a Category 1 organisation and having to satisfy additional demanding assertions). HRA also achieved the Secure Email Standard accreditation (DCB1596), which is awarded by NHSE to organisations following a rigorous independent audit of email and M365 security controls and are now nationally recognised as having satisfied the requirements for a secure email service, covering the storage and transmission of email, including where email is used for the sharing of patient identifiable data.

Strategy delivery report

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Improve: Ensuring we have the right culture and capability to deliver our strategy

Continuously learn, improve and innovate:

- New on-line form created improving recruitment conversion – multi disciplinary approach taken
- New management programme launched and Stepping into Leadership programme completed
- Annual report and accounts streamlined, simplified and delivered pre-recess
- Delivery methods project completed with templates and definitions launched

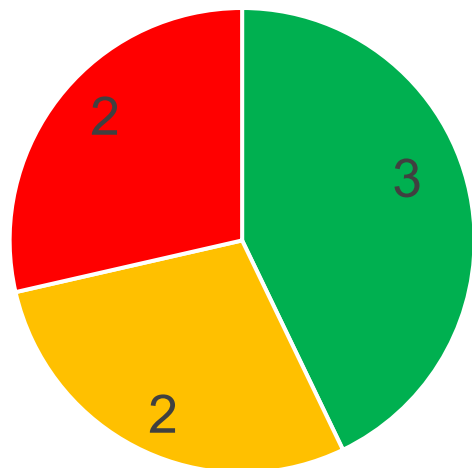
Be a great place to get involved and work:

- Recruitment practices developed and launched (member and staff) to improve diversity
- Staff survey made more accessibly with positive feedback, well-being support published for sta
- EDI strategy refreshed and launched with new commitments and KPIs
- Change and innovation model agreed

Be committed to environmental sustainability and achieving net zero:

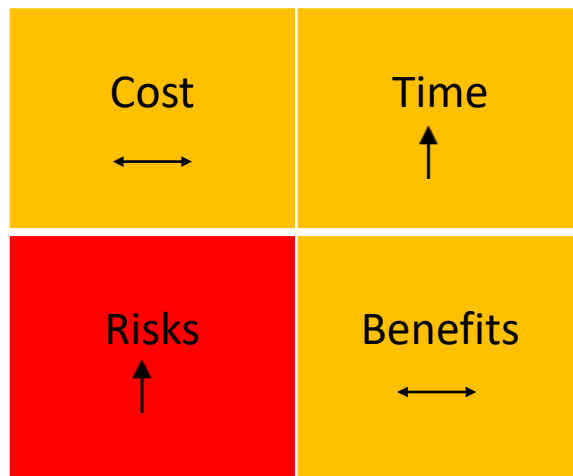
- Environmental sustainability refreshed and published, new stretch targets agreed
- Hybrid working energy models researched and procurement process includes social impact evaluation for larger requirements.
- Manchester office move successfully delivered with very high level of recycling / reuse of furniture and equipment throughout the government estate. Networking and accessing contracts through Government Property Agency enabled this.

Portfolio - overall RAG



■ Green
 ■ Amber
 ■ Red
 ■ Completed
 ■ Not started

Category status



↑ Indicates an improvement
 ↔ Indicates no change
 ↓ Indicates a deterioration

Commentary

Reason for RAG

- Research Systems Programme – recommendations from Gate 0/AAP must be implemented. Three risks at 20 infrastructure failure, completing within time and budget and limited contingency remaining. Benefits changed to Red RAG by PDG as these need to be reviewed / rewritten.
- Recovery Resilience and Growth – Amber due to interdependencies with RSP.
- LMS – No governance and key project documentation out of date (Business Case, Project Brief, Risk Register). Under severe time constraints with potential financial penalties.
- NHSE Secure Data Environments – NHSE yet to provide project manager.

Forward look

- Research Systems Programme – developing plan and acting on recommendations from Gate 0.
- Recovery Resilience and Growth – major actions for study set-up, diversity & inclusion & people centred project in place by end Sep.
- UK Clinical Trials Legislation – starting project team meetings. PID to be approved. Comms & Engagement strategy to be formally approved.
- AI Digital Regulation Service – increase visibility of platform, consolidate advice services, start Phase 2, new digital agency to start.
- LMS – Sandbox to run for 10 weeks to mid Aug.
- NHSE Secure Data Environments – NHSE project manager to be in place and confirm full plan.








Benefits realisation

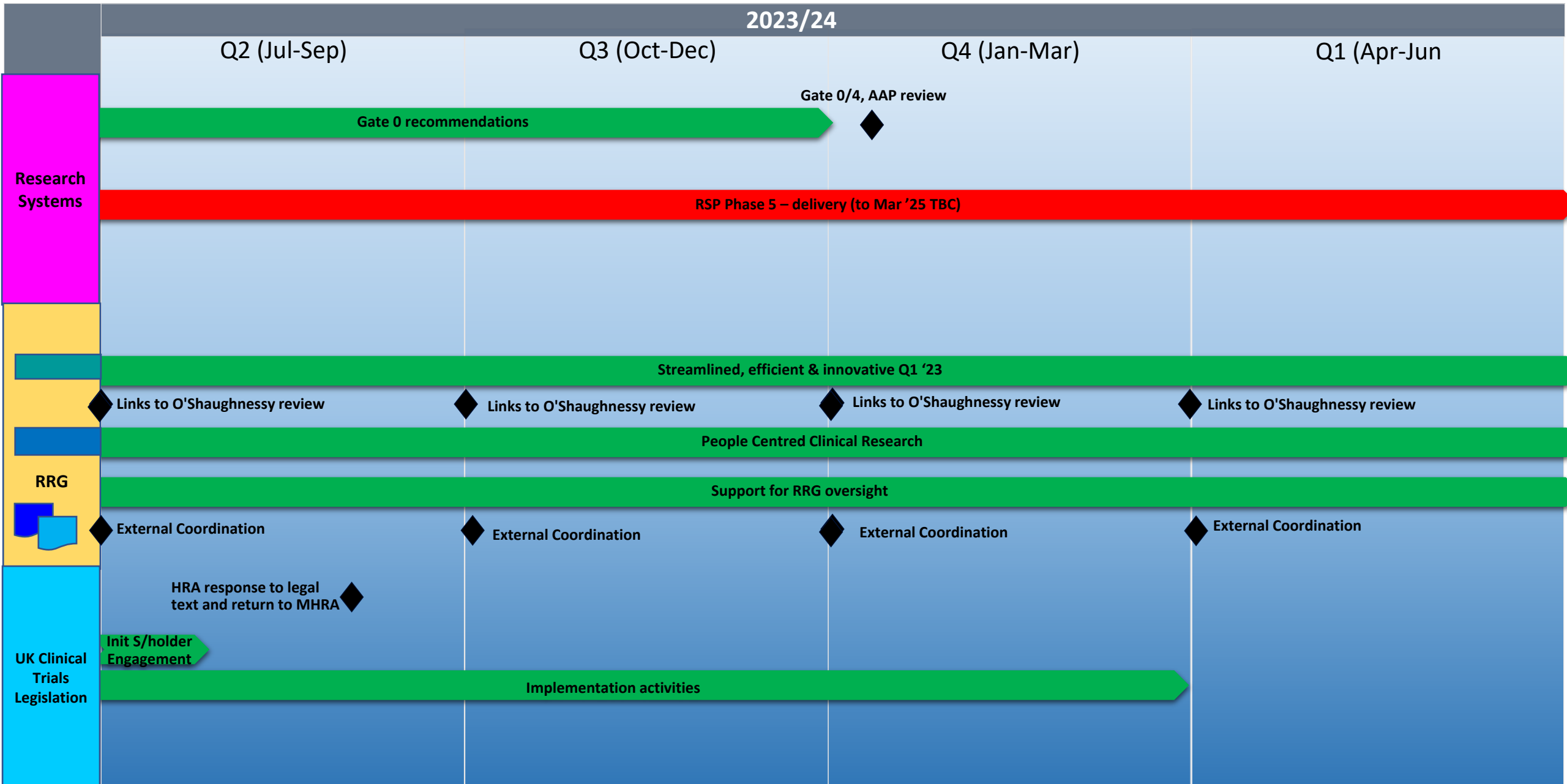
- Research Systems Programme - Benefits changed to Red RAG by PDG as these need to be reviewed / rewritten
- Recovery Resilience and Growth – measurable benefits will not be defined. Annual update on progress indicators.
- AI Digital Regulation Service – currently in revision with CQC by end Aug.
- NHSE Secure Data Environments – HRA proposing benefits to NHSE.

CODE	NAME	PM	SRO	BCM	STRATEGIC OBJECTIVE	BASELINE END DATE	FORECAST END DATE	BASELINE COST	FORECAST COST	TIME	RISKS	BENEFITS	OVERALL RAG
X00602	Research Systems Programme	CJ	JW	JH	2/3/4	31/03/25	31/03/25	£5,037k	£5,037k		↑ 20 (3)		
P103	Recovery Resilience and Growth	KGr	JM	JFB	1/2	31/03/25	31/03/25	£390k	£419k				
P104	UK Clinical Trials Legislation	JD	CB	MH/NY	1/2/3/4	31/03/24	31/03/24	£167k	£175k		12 (1)		
P109	AI Digital Regulation Service	RE	ZK	ZK	2	31/03/24	31/03/24	£178k	£178k		12 (1)		
P108	LMS	JD	JW	CP	2/3/4	31/03/24	31/03/24						
X00615	NHSE Secure Data Environments	NHSE	JM	AK/ZK	1/2	31/03/24	31/03/24				15 (1)		

Portfolio of Programmes & Projects (1/2)








14/09/2023

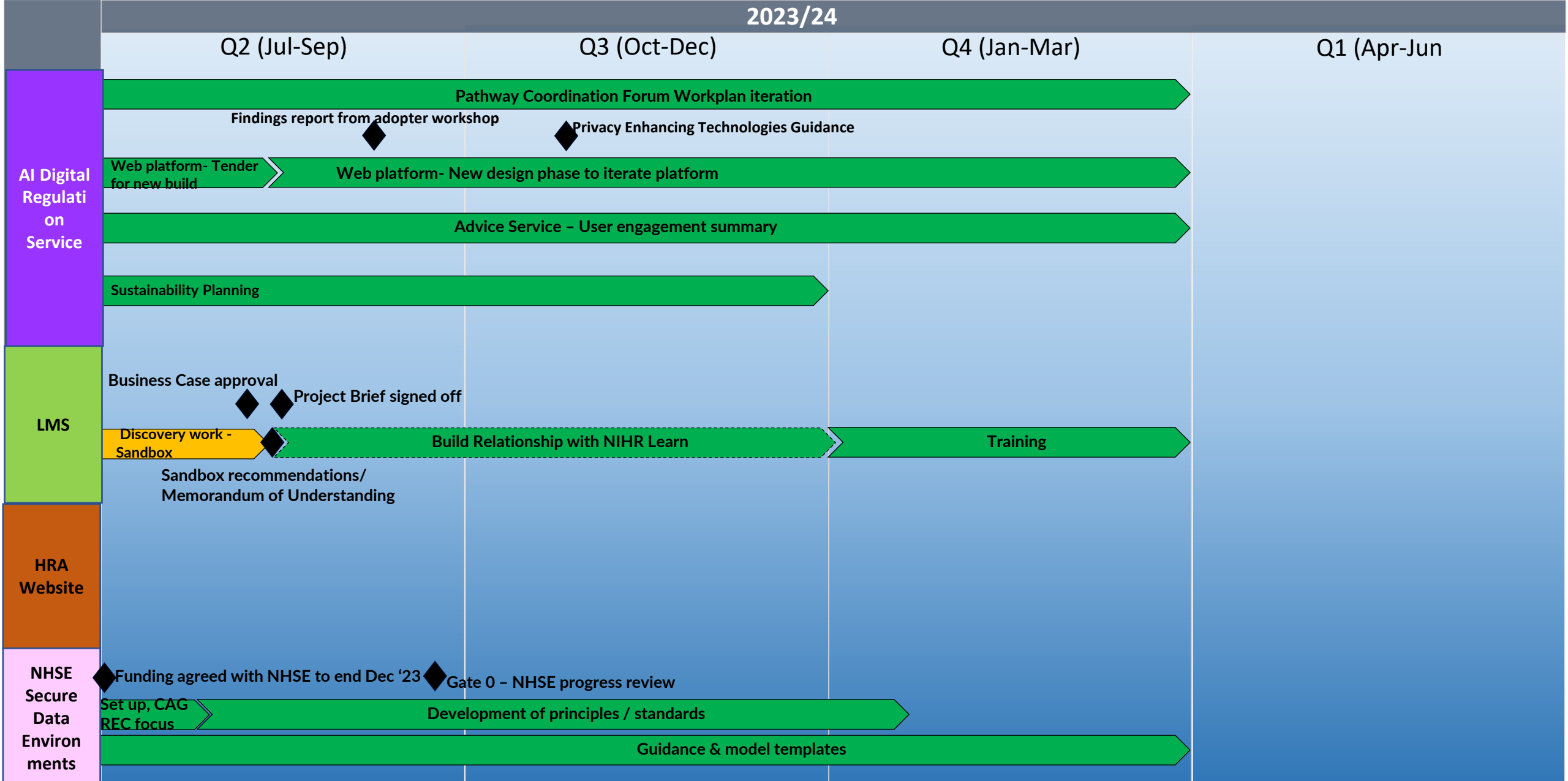
-  On track
-  Delay / risk of delay in non-critical activities
-  Delay / risk of delay in critical activity or dependency
-  Completed
-  Key Milestone
-  Dependency (colour indicates programme)
-  Links to detailed plan



Portfolio of Programmes & Projects (2/2)

14/09/2023

-  On track
-  Delay / risk of delay in non-critical activities
-  Delay / risk of delay in critical activity or dependency
-  Completed
-  Key Milestone
-  Dependency (colour indicates programme)
-  Links to detailed plan



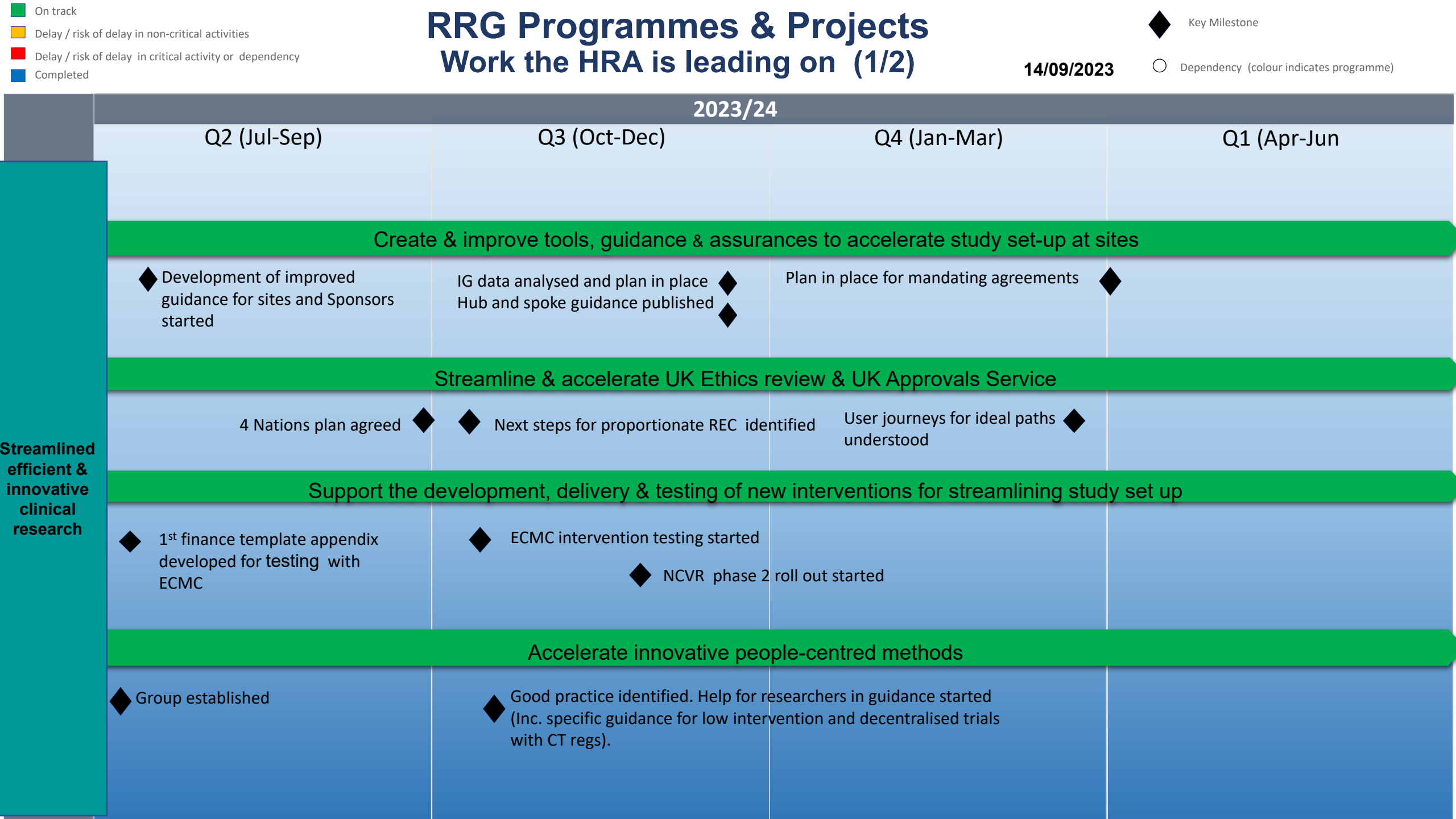
RRG Programmes & Projects

Work the HRA is leading on (1/2)

14/09/2023

◆ Key Milestone

○ Dependency (colour indicates programme)



Streamlined efficient & innovative clinical research

- On track
- Delay / risk of delay in non-critical activities
- Delay / risk of delay in critical activity or dependency
- Completed

RRG Programmes & Projects

Work the HRA is leading on (2/2)

14/09/2023

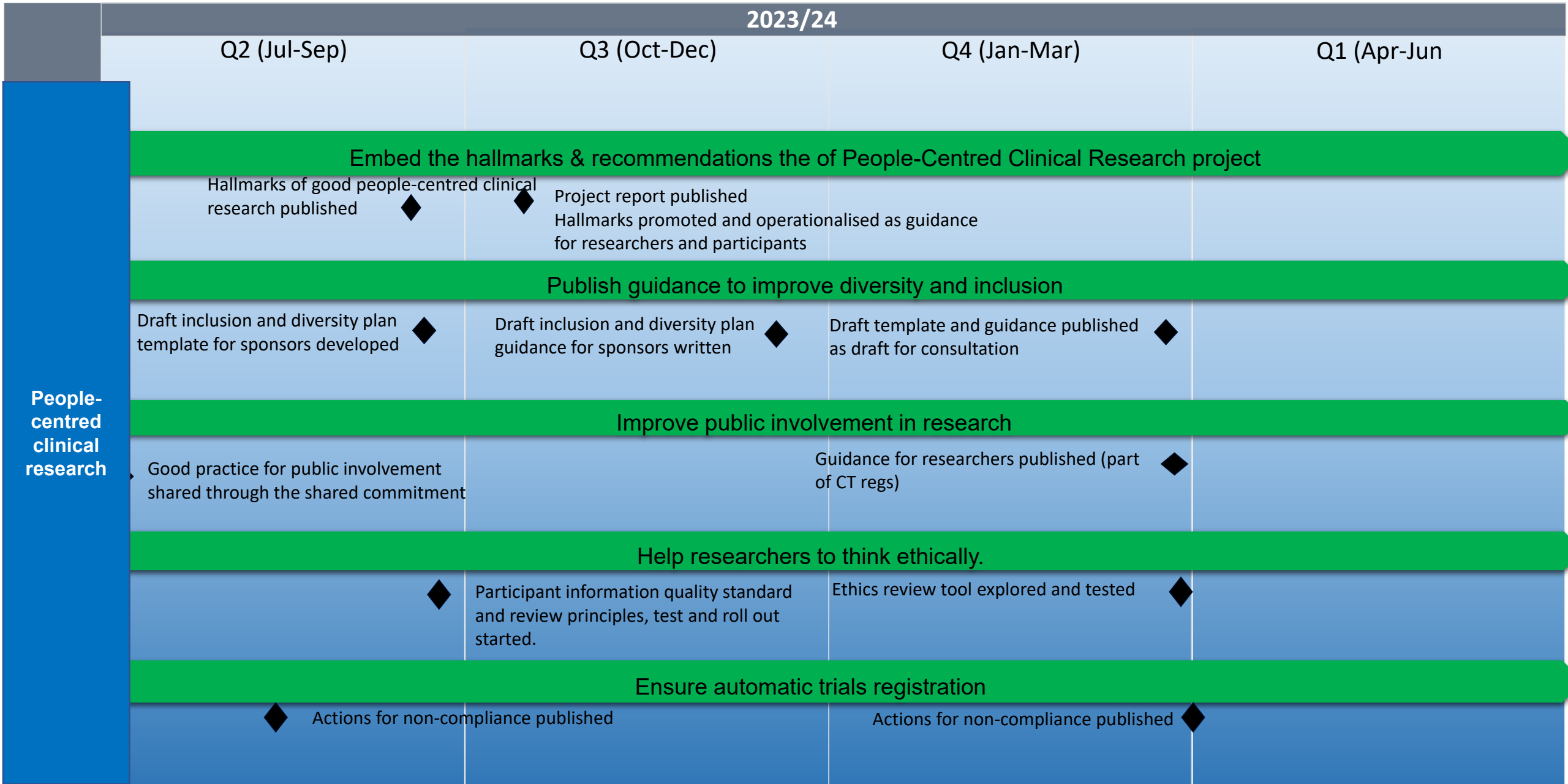


Key Milestone



Dependency (colour indicates programme)

- On track
- Delay / risk of delay in non-critical activities
- Delay / risk of delay in critical activity or dependency
- Completed



People-centred clinical research

RAG Status Definitions

	Green	Amber	Red
Cost	Within 10% +/-	Within 10% - 20% +/-	Over 20% +/- (unable to recover)
Time	On track	Delay in non critical activities	Delay in critical activity or dependency
Risks	<10	10-12	>15
Benefits	Benefits profiles and benefits realisation plan signed off, on benefits register	<ul style="list-style-type: none"> • Benefits in process of being defined • Benefits defined but not signed off • Benefits need reviewing 	<ul style="list-style-type: none"> • Benefits not defined / no benefits identified • Benefits no longer valid