NHS
Health Research Authority

Portfolio Dashboard

Quarter 3 2023

Summary

NHS Health Research Authority

Overall Progress

Progress

- Overall progress set to amber. Include, Accelerate and Improve are green but Digital is red due to the Research Systems Programme.
- RSP delivery partner onboarded and key artefacts being developed e.g. benefits.
- Existing research systems hardware and software have been replaced.
- Four senior Intelligent Client posts have been recruited and will start in the Q4.
- The quality standards and design and review principles for participant information compliance was mandated.
- Community Committee first meeting held.
- Set of hallmarks of people centred clinical research published.
- Results of public attitude polling published.

Challenges

- RSP budget challenges as 'Gate 0' roles, BGO hardware remediation and Pega upgrade have eliminated programme contingency. Delivery roadmap being developed to manage this.
- Recovery, Resilience and Growth is amber due to dependencies with RSP.
- Continuous improvement progress impacted by teams being under capacity.
- Carbon emissions from travel are increasing month on month.
- Our objective re: innovation culture and enabling human centred design to support research systems programme needed to change to meet Gate Review 0 recommendations and enable our pivot to RSP.

Include	Accelerate	Digital	Improve

Strategy delivery report (1)

Health Research Authority

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

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Include everyone in research:

- Seeking agreement for a UK-wide informal consultation in Q4 to develop expectations and guidance on diversity and inclusion in research.
- The shared commitment now has 21 signatories and is preparing to mark its second year.
- Work continues to inform the legislative requirements for transparency of clinical trials of medicines and future guidance. The Make it Public campaign group is planning activity for Q4.

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

- We published the results of public attitude polling into the issues that are important to earn people's trust in research, using these stats to support our work.
- We are exploring approaches that could earn people's trust in the way that they will be treated if they lose capacity while taking part in a longitudinal research project.
- We launched a set of hallmarks of people centred clinical research developed with a group of patients and researchers intended to make it easier to do research in this way. Work to identify barriers to this is underway.

Involve you in the HRA:

- Our new Community Committee met on 5 October and had its first formal meeting on 19 December, beginning to agree its Terms of Reference
- We connected with networks that engage with individuals, groups, and communities we are not already working with to inform work to understand how we can work with them.
- We are submitting proposals to our business planning for development of the HRA website.

Strategy delivery report (2)

NHS Health Research Authority

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

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Make it easier to put people first in research:

- The quality standards and design and review principles for participant information compliance was mandated on 1st December. Additional engagement with Clinical Commercial Operations Group (cCOG) and the Study Set-up Partnership Board (SSUPB) members to address the perception that the standards mandated public involvement.
- Paper addressing the barriers to people centred research and offering recommendations has been produced and shared with the Department of Health. For presentation to RRG group 14/02

Support action to ensure that precious NHS resources are focused on research that will help improve care

- Work continues to support Experimental Cancer Research Centre Network. ECMC have taken the decision to prioritise the blocks around radiology and pharmacy.

Learn together to make sure regulation keeps up with research so you can trust our decisions

- Funding agreed with NHS AI lab for 24/25, for the AI and Data Regulations Service (AIDRS).
- HRA deliverables 1 and 2 ready to be published on the data4R&D portal as part of supporting the ethics and information governance workstream of the network of sub-national secure data environments.

Strategy delivery report (3)

Digital: Use digital technology well to do our work

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Design our digital systems in a human-centred way:

Enormous progress has been achieved during Q3 with the delivery partner secured, onboard and foundation phase of the reset programme progressing positively to produce key artefacts such as the vision, benefits, definition of roles and responsibilities and strategic outline roadmap. Equally, existing systems hardware has been replaced and Windows operating system and SQL Server software upgraded; plus, four senior posts have been recruited to and start during the new year. Budget challenges are now the reason for tracking red as 'Gate 0' roles, BGO hardware remediation and Pega upgrade all came after the originally approved budget and have eliminated programme contingency.

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

Legacy system penetration testing contract awarded, to provide information security assurances following the MS Server Operating System upgrade work with Vysiion and BGO. Legacy systems now benefit from cloud-based immutable backups, aligning us with DSPT standards and NCSC guidance. Strengthened our email cyber resilience; we now employ the strictest settings available to thwart impersonation of the hra.nhs.uk domain. HRA is shaping national guidance and services via the Joint Cyber Unit (JCU) ALB Forum; we highlighted assurance opportunities for critical services (Azure Active Directory security review, now in development) and have provided important feedback on the new Cyber Assessment Framework (CAF) DSPT, which will launch in FY 24/25.

Strategy delivery report (4)

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

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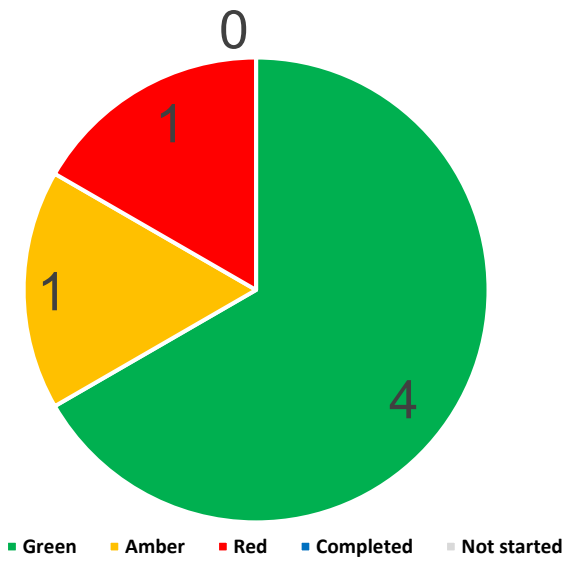
Continuously learn, improve and innovate:
LMS project is complete and moved to business as usual.
Essential managers training – 2 cohorts are complete and third already in progress
We are improving how we share information – intranet project progressing well
Member recruitment is better, lowering vacancy rate together with enhancements to public contributor payments reducing delays and increasing user satisfaction.
Major projects senior leaders training delivered.

Be a great place to get involved and work:
Staff survey action plan launched
Improved access to materials to support our staff is being developed as part of intranet pilot
Staff well-being site developed and ready to be published
Staff Voices relaunch and membership bolstered
Skills gap analysis project started

Be committed to environmental sustainability and achieving net zero:
We are meeting our government sustainability reporting requirements
Manchester office move completed with high levels of recycling and repurposing equipment
Hybrid working methodology to estimate our carbon usage has been agreed together with the baseline to monitor against
Green team raising awareness with our staff and carbon off-setting scheme being explored

Centrally Reported Programmes & Projects	Overall Status	AMBER	Period: Feb 2024	Date: 28/02/2024	Created by: CPO

Overall RAG



Category status

Cost	Time
⟷	⟷
Risks	**Benefits**
⟷	⟷

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

Commentary

Reason for RAG
- Research Systems Programme – recommendations from Gate 0/AAP must be implemented. Two risks at 20: completing within time and budget because of 1) limited contingency remaining and 2) infrastructure failure, Work required through Foundation stage to provide programme scope & timings.
- Recovery Resilience and Growth – Amber due to risk related to interdependencies with RSP.

Forward look
- Research Systems Programme – Design and build quarterly planning in progress. Programme artifacts to be developed and signed off (includes Vision, PDD, Benefits, MVR).
- Recovery Resilience and Growth – Researcher Guidance & Exec summary end Mar. Updated draft guidance for Study Set-up end Mar.
- UK Clinical Trials Legislation – Awaiting MHRA decision on legal text and confirmation that there will be no re-consultation required.
- AI Digital Regulation Service - PCF completed and closure of advice function by end Mar. Planning for next financial year.
- LMS – rollout to be completed by 31st March 2024.
- NHSE Secure Data Environments – complete deliverables 3,4,&5 – linkage, data flows, consent & opt out.

Benefits realisation
- Research Systems Programme –Benefits to be presented at and signed off at Feb PDG.
- Recovery Resilience and Growth – measurable benefits will not be defined. Annual update on progress indicators.
- AI Digital Regulation Service – CQC evaluation will determine programme benefits by end Mar.
- 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	SSJ	MW	MWa	2/3/4	31/03/25	31/03/26	£5,037k (R)	£5,037k (R)		20 (2)		
X00602	Research Systems Programme	SSJ	MW	MWa	2/3/4	31/03/25	31/03/26	£3,537k (C)	£3,537k (C)	N/A	N/A	N/A	N/A
P103	Recovery Resilience and Growth	KGr	JM	TD	1/2	31/03/25	31/03/25	£419k	£387k		↓		
P104	UK Clinical Trials Legislation	JD	CB	MH/NY	1/2/3/4	31/03/24	31/03/25	£175k	£172k		9 (3)		
P109	AI Digital Regulation Service	RE	ZK	ZK	2	31/03/24	31/03/24	£178k	£183k				
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	£114k	£114k				

Programme & Project costs – January 2024

Fiscal Period	Cost Centre Code	Cost Centre Code Desc	Annual Budget	In MTH Budget	In MTH Actual	In MTH Variance	YTD Budget	YTD Actual	YTD Variance	FOT	FOT Variance	Total Programme Cost
JAN-24	X00601-3 & 611	RS Programme	5,036,999	438,099	389,798	(48,301)	2,921,015	2,981,429	60,414	3,884,904	(1,152,095)	13,167,429
JAN-24	N/A	Research Systems Capital	3,537,000	129,870	226,070	96,200	638,048	638,048	0	1,425,371	(2,111,629)	3,605,048
JAN-24	X00606	CT Legislation	174,313	13,924	14,540	616	146,442	138,244	(8,198)	171,742	(2,571)	219,935
JAN-24	X00607	AI Digital Regulation Service *	177,605	14,799	15,204	405	147,992	151,728	3,736	182,605	5,000	151,728
JAN-24	X00610	Research Resilience and Growth	418,300	36,377	34,635	(1,742)	345,514	308,050	(37,464)	387,000	(31,300)	1,390,088
JAN-24	X00615	Secure Data Environment *	113,340	3,698	12,714	9,016	109,642	102,249	(7,393)	113,340	0	102,249
JAN-24	X00620	Commercial Clinical Trials Review *	88,308	25,915	3,400	(22,515)	32,223	3,400	(28,823)	41,841	(46,467)	3,400
Grand Total			9,545,865	532,812	470,291	(62,521)	3,702,828	3,685,100	(17,728)	4,781,432	(1,227,433)	15,034,829

*** Note: AI Digital Regulation Service budget for the year is £221K. The total spend to date is £178K. Claims are submitted every quarter.**

*** Note: Secure Data Environment annual budget expected to increase by ~ £73K**

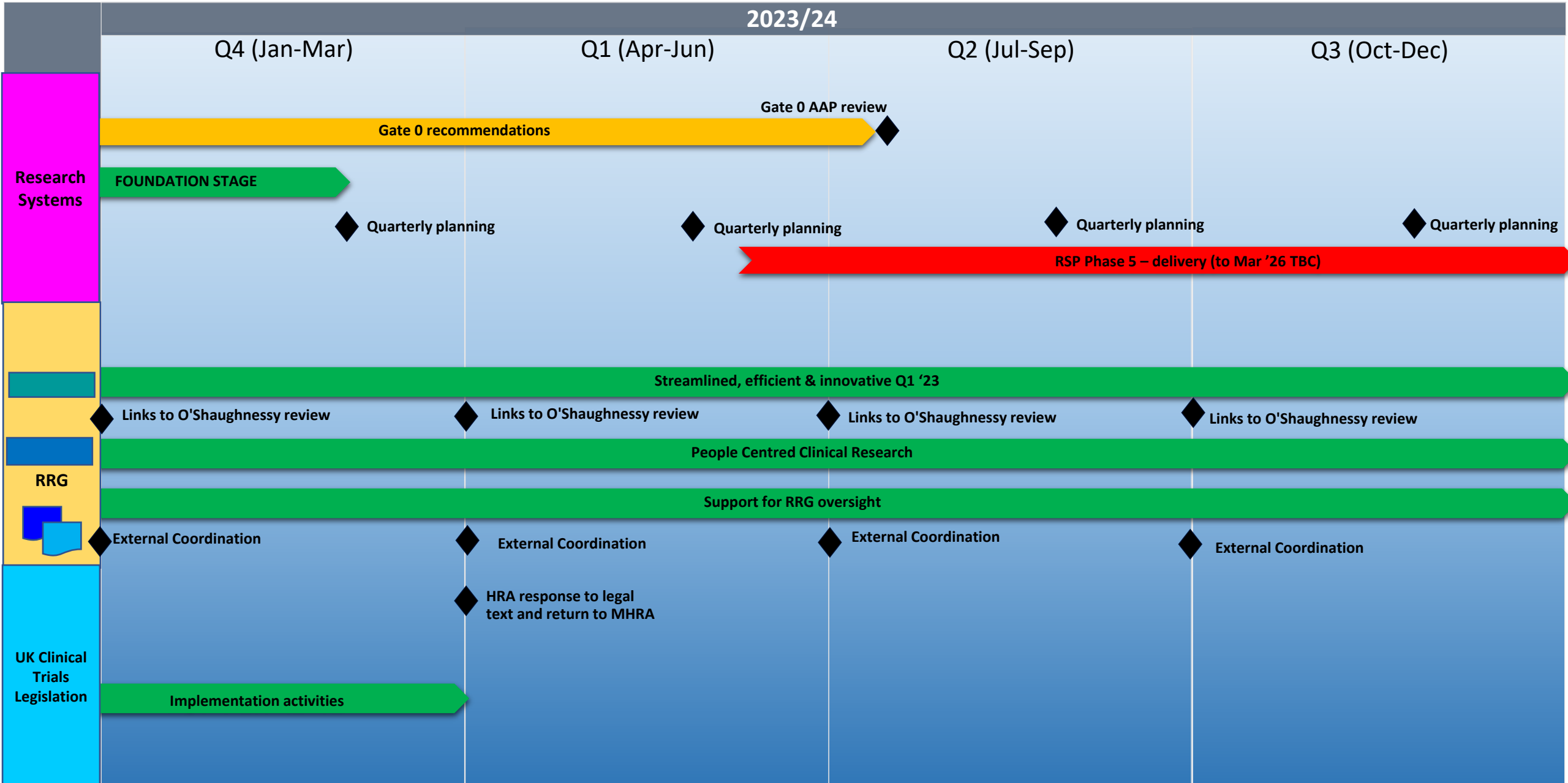
*** To be removed (not a centrally reported project, Finance to provide updated table)**

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

Centrally Reported Programmes & Projects (1/2)

15/03/2024

Key Milestone
Dependency (colour indicates programme)
Links to detailed plan

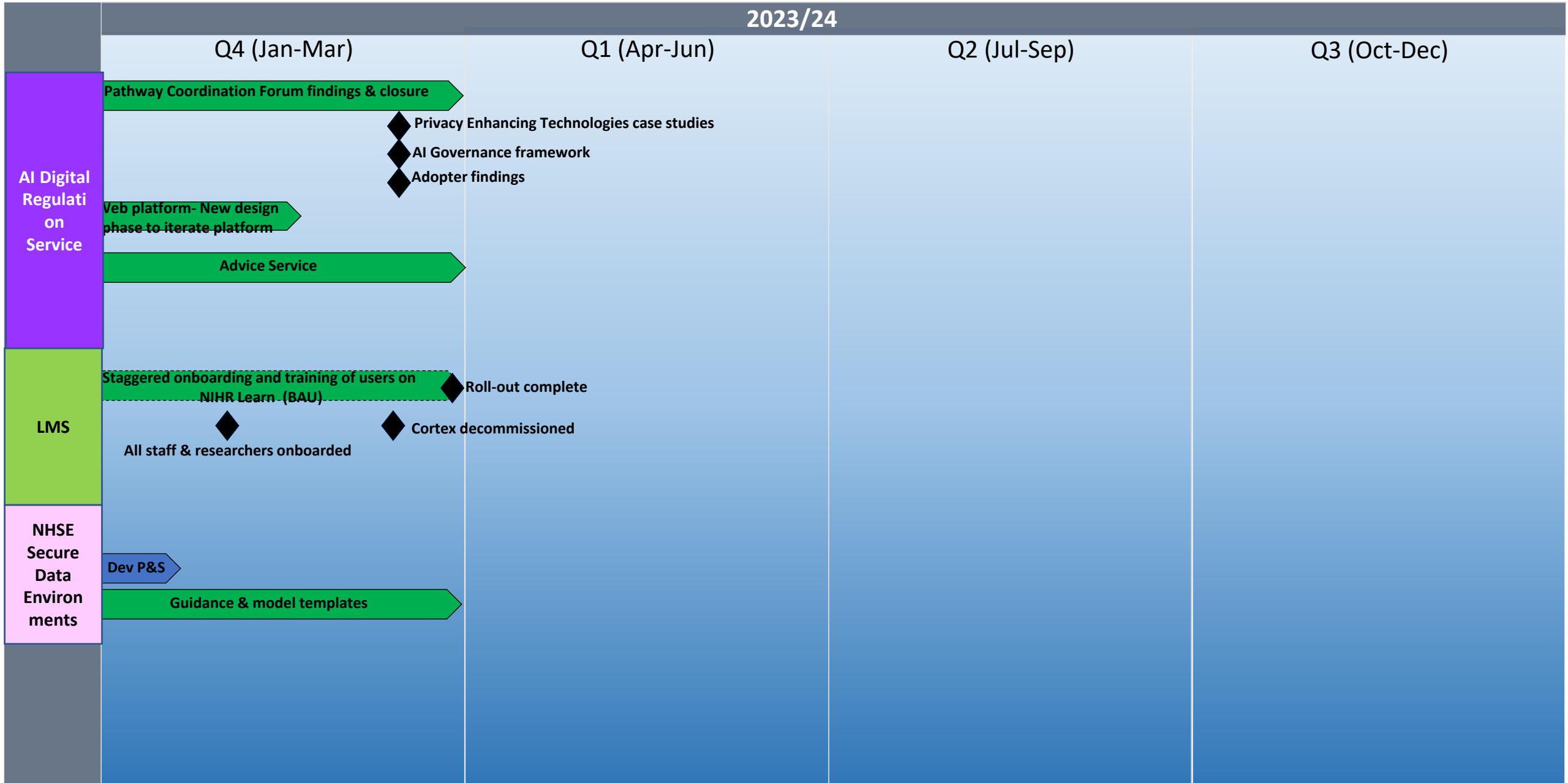


Centrally Reported Programmes & Projects (2/2)

15/03/2024

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

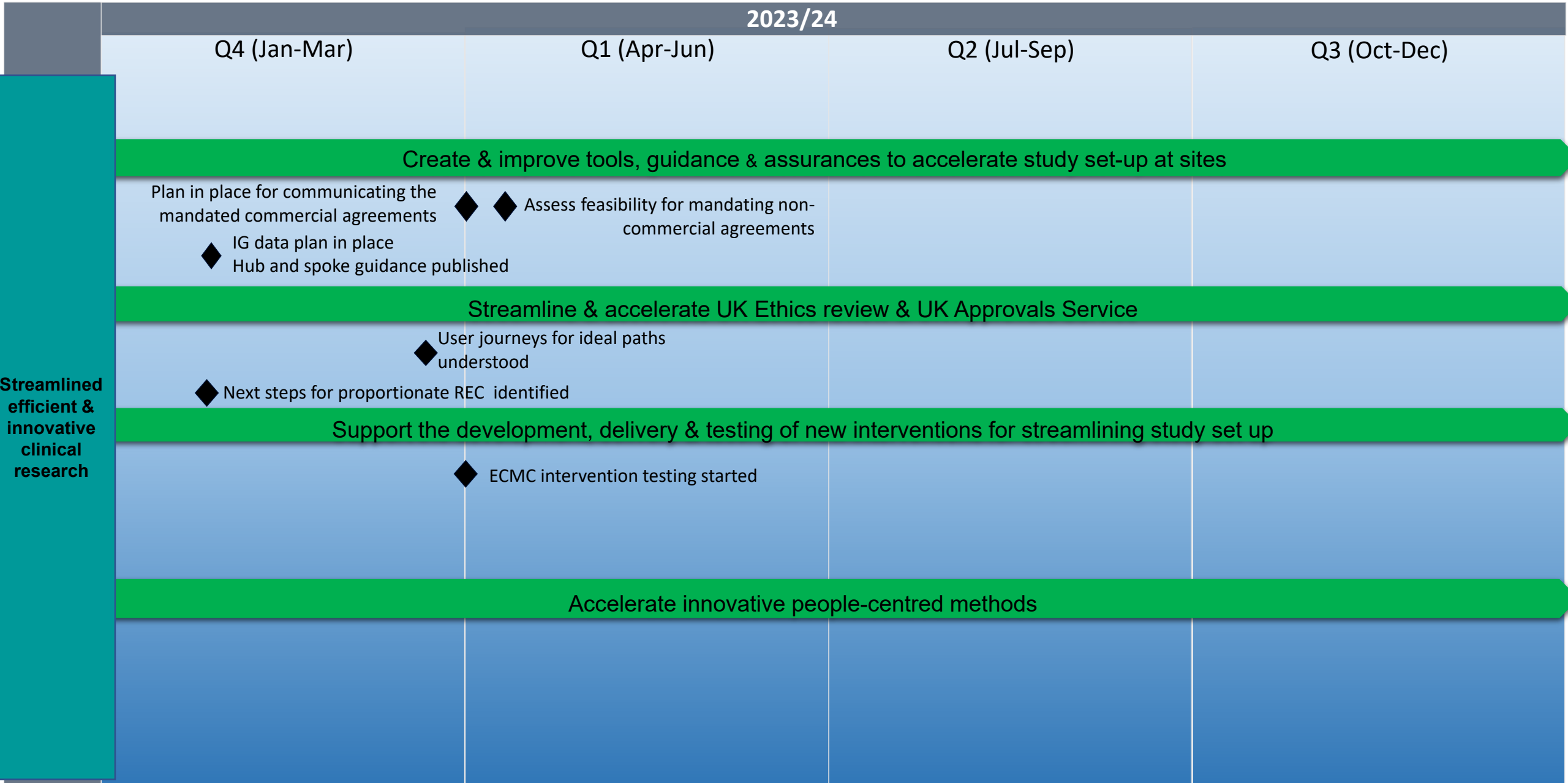


On track
Delay / risk of delay in non-critical activities
Delay / risk of delay in critical activity or dependency
Completed

RRG Programmes & Projects
Work the HRA is leading on (1/2)

15/03/2024

Key Milestone
Dependency (colour indicates programme)

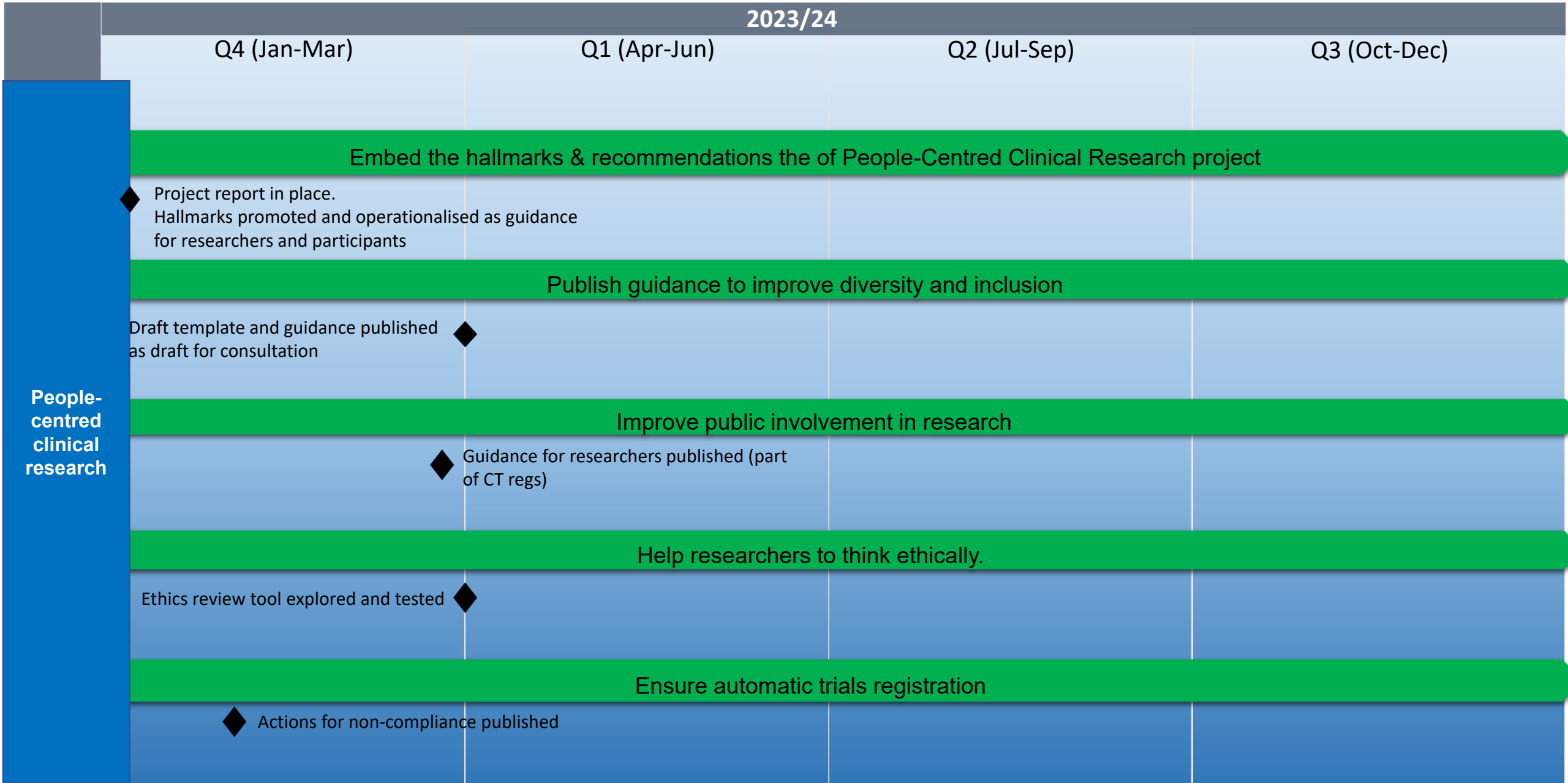


On track
Delay / risk of delay in non-critical activities
Delay / risk of delay in critical activity or dependency
Completed

RRG Programmes & Projects
Work the HRA is leading on (2/2)

Key Milestone
Dependency (colour indicates programme)

15/03/2024



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	• Benefits in process of being defined • Benefits defined but not signed off • Benefits need reviewing	• Benefits not defined / no benefits identified • Benefits no longer valid

Guidance

- The slides showing the high strategic programmes and projects and associated plans are updated each month as part of a series of meetings with the Corporate Portfolio Office (CPO) and reviewed at the Portfolio Delivery Group (PDG).
- The strategic objective slides including strategy delivery report, local projects and breakthrough continuous improvement and summary of continuous improvement are updated each quarter.
- The business plan progress review can be used to obtain information about the progress for each strategic pillar.
- The CPO will send out a request at the end of a quarter asking strategic objective leads to update their slides. They will have approximately 3 weeks to complete this.
- The CPO will complete the overall summary slide.
- The portfolio dashboard will be reviewed at the PDG, Executive Committee and HRA Board.