

HRA KPIs, Quarter 1 - 2 2015 / 2016															
Ref	Description	Owner	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 2
KPI A	Year on year improvement of the performance of HRA REC's and CAG		Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Comments (max 228 characters)
A1	95% of applications to full research ethics committee meetings to receive final decision within 60 calendar days (mandatory)	JK	100%	99%	100%	99%	99%	100%							Excellent timelines maintained.
A2	95% of applications to full research ethics committee meetings to receive final decision within 40 calendar days (stretch target)	JK	90%	88%	92%	92%	92%	92%							
A3	95% of applications to research ethics proportionate review service to receive decision within 14 calendar days	JK	94%	96%	90%	98%	97%	96%							An improvement on previous quarter which covered a range of bank holidays and data counted as working days. Staff working overtime and new recruitments has produced excellent performance.
A4	95% of amendments, on approved applications, submitted to research ethics committees to receive a decision within 28 calendar days (stretch target)	JK	94%	95%	93%	94%	94%	93%							
A5	95% of amendments, on approved applications, submitted to research ethics committees to receive a decision within 35 calendar days (mandatory)	JK	100%	100%	99%	99%	100%	100%							
A6	100% of GTAC applications to be receive a decision in 60 days	JK	100%	100%	100%	100%	None	100%							
A7	CAG/CAT – 75% of full applications to be completed in 60 days	JK	100%	100%	100%	100%	100%	100%							
A8	CAG/CAT 75% of Precedent Set review applications to be completed in 30 days	JK	75%	0%	100%	75%	100%	100%							
A9	CAG/CAT 75% of amendments to be completed in 30 days	JK	50%	83%	89%	100%	100%	100%							
A10	All operational complaints are reviewed and pursued for learning	JK	3	3	3	3	3	3							None received
KPI B	Quality Control and Audit														
B1(a)	100% of final audit action plans across all functions submitted and accepted by QA within agreed timeframes	TS			100%			100%							
B1(b)	Non - REC Accreditation Audits - 100% of final audit action plans across all functions submitted and accepted by QA within timescales	TS			7%			50%							As at Oct '15, 66% of plans due Q1 are now complete.
B2	50% of committees to receive full accreditation at first audit	JK			100%			100%							3 audits completed, 2 full accreditation, 1 provisional
KPI C	Promoting Research Transparency														
C1	Publish 100% of REC opinions and CAG advice	JK	100%	100%	100%	100%	100%	100%							There was an issue with DXW for a period in September when the RS were not imported from HARP to the website. This is now resolved
C2	Report on the number of requests of deferral of the full HRA record on the website alongside the opinions	JK	1	1	3	3	5	4							
C3	Report on the number of requests for deferral of clinical trial registration	JK/TS	1	1	3	3	5	4							
C4	Audit clinical trial applications to access registration compliance against HRA policy	JK/TS													
KPI D	Maintaining System Performance (99% availability)														
D1	IRAS	JM	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%							
D2	HARP	JM	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%							
D3	WEB	IC	100%	100%	100%	100%	100%	100%							
D4	INTRANET	IC	100%	100%	100%	100%	100%	100%							
D5	TOPS	JK	100%	100%	100%	100%	100%	100%							
KPI E	Providing high quality advice and guidance														
E1	90% of all queries completed within in 4 working days	TS	96%	96%	96%	90%	89%	86%							High Percentage in target appreciating important naturally to ensure that accurate quality information is communicated
E2	75% of all queries completed within 1 working day (stretch target)	TS	89%	81%	74%	90%	82%	77%							
KPI F	Measuring the success of a new research governance policy framework in the UK														
F1	The new framework is adopted UK Wide	JW													On track. UK-wide Research Governance Framework steering group to agree UK consultation draft 24/11/15 for intended launch 18/12/15, subject to UK Ministerial agreement.
F2	Stakeholder feedback supports the new framework as meeting HRA objectives to make it easier to do good quality research and maintain public confidence in health research.	JW													
KPI G	Implementing improvements to the research environment														
G1	Implement HRA Approval according to the agreed phasing and timelines in the detailed project plans	JM													Cohort 2 released on schedule in August. Cohort 3 release announced for 30 November. Continued readiness assessment prior to confirmation of go live.
G2	Implement protocol templates and guidance according to the agreed plans	JM													Call for comments on protocol template for qualitative studies closed 30 September. Revisions to protocol template for clinical trials being finalised following comments.
G3	Implement developments to IRAS and HARP according to the agreed plans	JM													HARP v2.1 and IRAS v5.0 released on schedule in August for Cohort 2 of Approval. HARP v2.2 released on schedule in September with operational and security improvements. IRAS v5.1 released in October.
G4	Percentage studies achieving target timelines for HRA Approval, including elements within Approval	JM													Work to agree target times for components of HRA Approval underway based on experience of initial cohorts.
G5	Reduction in overall timeline for the research approval process compared with baseline	JM													Detailed tracking of study timelines and seeking feedback from applicants. Detailed benefits realisation planning underway, incorporating baseline data.
G6	Impact of implementation of HRA Approval on efficiency and cost of research process	JM													Detailed benefits realisation planning underway, incorporating impact on efficiency, resources and cost.
KPI H	The HRA will effectively communicate using a wide range of communication tools														
C2a	Annual stakeholder event evaluation reaches a satisfaction level of 80%	KG													
H1	HRA News delivered to plan (%) and effectiveness judged through staff survey	KG	100%	100%	100%	100%	100%	100%							
H2	Stakeholder newsletters delivered to planned timescales, quality judged through perception and satisfaction audits	KG													
H3	All media requests acknowledged within journalist deadlines and where priority is agreed answered within the timeframe set	KG			100%			100%							
H5	All consultations are noted as closed when the deadline is reached	KG	None closed	100%	100%	None closed	None closed	100%							
H6	website user satisfaction (to be measured by bounce rate - target 50%)	KG			54%			51%							

KPI I The HRA effectively and appropriately involves patients and the public in developing and implementing plans and proposals, and uses its influence on others to support effective public involvement in health research												
I1	Monitor % of applications that have clearly involved patients and the public in their development.	KG								2014 REC data shows applications with public involvement rising to 38% from 28% in 2012; 19% in 2010. 57% of non-commercially funded applicants involved the public in 2014; 40% in 2012; 29% in 2010. 11% of commercially-funded applicants involved the public in 2014; 5% in 2012; 2% in 2010.		
I2	Maintain proportion of lay members on committees	JK								All committees correctly constituted in terms of lay/expert membership. Monitored and checked at annual reporting and 6 monthly QC checks and in line with on-going monitoring arrangements. Social Care REC membership and lay/expert arrangements reviewed at audit, formal confirmation of expert status to be advised.		
I3	Feedback on Public Involvement in HRA activities record as satisfied or very satisfied score of 90% or above by participants	KG								In 2015/16 we have involved six public contributors in a project to develop new content for the public involvement pages of the HRA web site. This work will be completed in December 2015 and feedback from the contributors will be collected then.		
KPI J The HRA is able to make decisions and develop plans based on accurate timely management information, and to demonstrate delivery against objectives through relevant and transparent key performance indicators.												
J1	KPI collection and reporting plan to be completed by June 2015	IC	3									
J2	Produce a quarterly KPI report (final version within 4 weeks from end of reporting period) for the board and monthly (within 7 working days from end of reporting period) for Executive Management Team (EMT)	IC	1 1							These timelines may need to be reconsidered in light of volume or work required to produce		
KPI K The HRA maximizes the value from the investment in training by providing relevant and accessible training opportunities and sharing as appropriate training material to be used by others.												
K1	85% of available training places are taken up	IC	80%							85%		
K2	To achieve at least 85% satisfaction for each training course. If not achieved investigation completed to ensure improvements can be made	IC	100%							93%		
K3	100% of planned training (staff/member/researcher) events are delivered	IC/TS	100%	100%	100%	85%	100%	86%	2 out of 13 courses cancelled in July (1 was the HRA Induction where we did not have enough new starters to run) 1 out of 6 courses cancelled in Sept (this H&S course was moved to Oct)			
K4	All material from training days is made available in agreed and accessible formats	IC/TS								Other methods such as Webex being considered which will increase accessibility, but may be very difficult to place a % upon		
KPI L Staff are well motivated and are well supported to achieve their objectives												
L1	Improvement in targeted areas of staff survey identified in action plan	IC								Staff survey for 15/16 went live on 2nd November results due before xmas.		
KPI M We work in a fully transparent way at all times, in line with our organisational values and our expectations of others.												
M1	Responding to complaints within 25 working days or if longer, by keeping the complainant fully informed.	SR	N/A							100%		
M2	100% of all FOI requests (valid and invalid) acknowledged and additional clarification sought within 10 working days (Quarterly report)	SR	100%							100%		
M3	100% of valid FOI requests to receive final response within 20 working days of receipt (where qualified exemption does not apply) (Quarterly report)	SR	100%							100%		
M4	100% of valid FOI requests where qualified exemption applies, and a public interest test may be required, to receive a final response within 40 working days of receipt	SR	N/A							N/A		
M5	Publish HR data in accordance with data transparency (recruitment profile and organogram)	IC	1							3		
M6	Publish financial data in accordance with data transparency on a monthly basis	DC	2	2	2	2	3	3	There was a delay in uploading some of the transparency data in July due to problems on the website which were resolved but meant that the transparency data was uploaded slightly after the cut off			
KPI N The HRA meets its requirements as a public body in making best use of public funds at all times.												
N1	95% of all invoices to be paid within 30 days (BPPC Target)	DC	97%	97%	98%	98%	98%	98%				
N2	95% of value of all invoices paid within 30 days	DC	100%	97%	98%	99%	98%	98%				
N3	60% of all invoices to be paid within 10 days (HRA Target)	DC	56%	54%	58%	59%	59%	58%				
N4	60% of value all invoices to be paid within 10 days (HRA Target)	DC	68%	62%	59%	54%	54%	55%				
N5	Improve % of payments made within 5 days using 14/15 as a baseline	DC	-1%	-1%	-1%	-1%	-1%	-	Baseline for 14/15 was 6% on number of invoices paid within 5 days. The % of invoices paid within 5 days for July & August was 5%, a reduction of 1%, and in September increased to 6% bringing it to the same level as 14/15.			
N6	Financial forecasts are produced from September 2015 at the latest and reviewed monthly thereafter	DC								3		
N7	Financial reports produced within 4 working days and overall financial position reported to the EMT on a monthly basis and Board bi monthly	DC	4	6	4	4	4	4				
N8	Financial plan 2015/16 published and agreed budgets in place by May 2015.	DC										
N9	Strategic 5 year financial plan published and agreed	DC										
N10	Demonstrate reduction in spend in the following areas across all functions:- Travel and Accommodation per head count; Office Supplies per head count Office Accommodation per head count.	DC	3	3	3	3	3	3				
N11a	65% (or more) rail journeys are booked 7 days or more in advance (longer time booked in advance, greater level of savings)	IC	53%	54%	61%	53%	44%	46%	We perform well compared to other ALB's so these are stretch targets for us. HRA achieved c80k savings in Q2 - this is the figure that represents the difference between cost of booking rail travel on the day against pre booking			
N11b	10% (or less) rail bookings are made 2 days or less from date of travel	IC	21%	17%	18%	25%	27%	25%	Please see above			
N11c	Avg cost of hotel/night in London is the same or less than £115	IC	£97.54	£94.92	£98.88	£ 105	£ 102	£ 102				
N11d	Avg cost of hotel/night outside London is the same or less than £75	IC	£67.16	£67.07	£64.08	£71.38	£63.44	£56.85	Lowest avg cost achieved in Sep			
N12	All services continue to deliver savings year on year on a like for like basis (from Sept)	DC								3		
N13	To report on results of VIM test derived from new procurements in year (Annual Mar 16)	DC										
N14	Cash releasing savings plans to be cover a minimum of 3 years plus achievement against these savings to be included in the report to the Board on a monthly basis with commentary and action plans where necessary (from September)	DC										
KPI O The HRA has healthy, well motivated and engaged staff												
O1	Short term sickness absence rates do not exceed 1%	IC	1.00%	1.29%	0.32%	0.73%	0.60%	0.40%				
O2	Long term sickness absence rates do not exceed 3%	IC	1.91%	1.98%	1.90%	1.76%	2.03%	2.65%				
O3	Monthly staff turnover remains within -1% - +1% of NHS Average of 0.9% (Health & Social Care Information Centre, National Workforce Statistics for period Apr/May 2015)	IC	1.55%	2.15%	0.00%	0.50%	1.50%	0.00%	The figures represent HRA staff turnover - not the difference from NHS turnover.			
O4	Staff Engagement levels - remain at or above 2014 staff survey results	IC								Staff survey for 15/16 went live on 2nd November results due before xmas.		