Authority paper

Strategic delivery:	**Setting standards**	☑	**Increasing and informing choice**	☑	**Demonstrating efficiency, economy and value**	☑
Paper title	Strategy Implementation					
Agenda item	**8**					
Paper number	[HFEA (17/09/2014) 733]					
Meeting date	17 September 2014					
Author	Paula Robinson, Head of Business Planning					
For information or decision?	Decision					
Recommendation	The Authority is asked to approve the outline of Business Plan activities for the three year strategic period.					
Resource implications	In budget.					
Implementation	Across three business years (2014/15; 2015/16; 2016/17)					
Communication	The HFEA's Business Plans, once approved by the Department of Health, are published on our website.					
Organisational risk	Low-medium.					
Annexes	A: Three year outline of activities to implement the HFEA Strategy 2014-2017.					

1. Strategic Planning

1.1. Now that we have published our new three-year strategy, it is possible, for the first time in several years, for us to take a longer term view in our planning. This is a welcome position to be in.

1.2. It is also now possible for us to take a more cohesive approach to strategic risk management and the monitoring of delivery.

1.3. This paper therefore sets out how we will plan, manage and monitor the delivery of the strategy.

2. Business Planning

2.1. Through recent discussions at the Corporate Management Group (CMG), the executive has reviewed the current business plan (for 2014/15) in light of the strategy. The revised document, realigned to correspond to the areas of our strategy, has been circulated to members separately, and will be republished shortly.

2.2. CMG has also begun to consider the range and timing of the work that will be required in order to address the whole strategy across the next three years.

2.3. Annex A summarises CMG's deliberations to date, setting out at a high level which activities will occur in each of the three years (2014/15 through to 2016/17). Future planning will be needed, and more detail will emerge as we go through the process of working up the business plan for 2015/16 over the next two months.

2.4. A draft of the 2015/16 business plan will be brought to the Authority for approval in November, prior to submission to the Department of Health at the end of the calendar year, in the usual way.

3. Strategic Risk Management and Assurance

3.1. Alongside the development of future business plans, we will be redeveloping other, related, documentation and processes, so that we can manage our strategic risks effectively and monitor our performance and progress.

3.2. The first step will be a review of the high level risk register, to ensure it appropriately reflects the real risks to delivering our vision (high quality care for everyone affected by assisted reproduction) and strategic objectives. This will be progressed in the next two months, through CMG.

3.3. As well as reviewing the content of the high level risk register, we will also take this opportunity to address several of the recent internal audit recommendations for improving our risk register and our wider risk system, including developing a risk assurance mapping methodology and reviewing the way in which we record and monitor our operational risks.

3.4. The new high level risk register will be taken to the Audit and Governance Committee (AGC) when it is complete, and will then also be scheduled for a future Authority meeting.

3.5. The Directorates Report will also need to be redeveloped, although much of the current content will continue to be relevant. A detailed, operational, version of this report is reviewed regularly by CMG in order to create the summary version that is presented to the Authority at each meeting. The longer version lists many operational indicators, currently split into various sections: regulatory operational performance, capacity, corporate governance, information provision and financial performance.

3.6. A revised version, with new sections giving a better correlation with our strategic objectives, will be presented for initial discussion at a CMG meeting in October. Between October and December, CMG will then focus on developing an additional new dashboard of overall strategic indicators, which would then be included in the summary received by the Authority, equipping us with an ongoing picture of strategic progress and performance. The informal morning workshop on the day of the Authority meeting will also enable members to have input into this new development.

4. Recommendations

4.1. The Authority is asked to:

4.1.1. Note and approve the broad three year plan set out in Annex A. If the Authority is content with this, the draft business plan for 2015/16 will then be prepared along these lines, for consideration at the November meeting.

4.1.2. Note the other developments planned to refresh and improve our strategic risk management and assurance mechanisms, as set out in section 3 above.

Annex A

Planning for 2014-2017 – Strategic Implementation Across Three Business Plans

Vision: High quality care for everyone affected by assisted reproduction

Activities	Business Year		
	2014/15	2015/16	2016/17
Setting Standards			
Improving the quality and safety of care through our regulatory activities			
Full compliance cycle of inspection, audit and licensing.	CORE (ongoing work)		
Identifying and implementing ways of improving the quality and safety of care:			
• Making patient experience integral to assessment of clinic performance.			
• Increasing focus on learning from incidents and adverse events and complaints from patients.			
• Continuing to evaluate areas of regulatory concern, and identifying performance levers.	CORE (ongoing work)		
• Working with professional groups to identify the best ways to optimise success rates.			
• Publishing more of our data to drive improvements in clinic performance (following on from IfQ improvements to website and CAFC).			
• External review of the inspection regime, to evaluate the impact of our work.			
Acknowledging that treatment is often unsuccessful, and exploring with professional stakeholders how the HFEA and clinics could better address this issue.			

Activities	Business Year		
	2014/15	2015/16	2016/17
Reviewing and advising on issues relating to mitochondrial replacement, as and when requested by Ministers.	Scientific review; briefings; advice on regulations	Implemen-tation (subject to Parliamen-tary approval)	CORE (ongoing work)
Reviewing issues with the current storage consent regime; consideration of future actions.	Review	Implemen-tation	
Maintaining our role as UK's Competent Authority for ART in the European Union.	CORE (ongoing work)		
Coordinating with other relevant bodies in the HFEA's approach to research regulation:			
• Research regulation and regenerative medicine developments.			
• Working with HRA, HTA, MHRA to ensure streamlined regulation of stem cell therapies.			
• Working with HRA to ensure an integrated research application process through IRAS (the Integrated Research Application Service).			
Improving the lifelong experience for donors, donor-conceived people, patients using donor conception, and their wider families			
Supporting and informing the work of the Lifecycle campaign:			
• Establishing Lifecycle website to provide information about donation and related issues.			
• Ensuring clinics prepare patients adequately for donation and that clinics understand their important lifelong role as a provider of accurate information about past treatments.			

Activities	Business Year		
	2014/15	2015/16	2016/17
Collecting and publishing information about availability of donor gametes in the UK.	Consul-tation	Implemen-tation	
Implementing access to support services for applicants to the Register.	Piloting period		
Facilitating timely access to information from the Register for those who are entitled to it.	CORE (ongoing work)		
Evaluating donation policies introduced in 2012.			
Projects to: • Implement new EU requirements on the import of donor gametes • Implement new EU coding requirements for human tissue and cells.	Start-up once EU has passed the relevant Directive	Completion	
Increasing and informing choice			
Using the data in the HFEA register of treatments to improve outcomes and research			
Publishing and supplying the information we hold, for the benefit of stakeholders:	CORE (ongoing work)		
• Regularly updated 'Choose a Fertility Clinic' (CAFC) information to assist patient choice.	CORE (ongoing work)		
• Through the IfQ Programme, improve the presentation of CAFC.	Consul-tation	Implemen-tation	
• Work with commissioners of NHS services to improve quality of commissioning decisions.			
• Information provision for researchers requesting access to Register data.	CORE (ongoing work)		
Maintaining the Register of treatments and outcomes and supporting clinics in reporting the data.	CORE (ongoing work)		

Activities	Business Year		
	2014/15	2015/16	2016/17
Publishing reports on the information we hold, for the benefit of stakeholders.	CORE (ongoing work)		
Ensuring patients have access to high quality meaningful information			
Identifying quality factors through user research, and then using our data to drive up standards in clinics.	Start-up	Delivery	
Enhancing CAFC further by including user experience scores.	Consider-ation of method-ology	Delivery	CORE (ongoing work)
Ensuring clinics prepare and support patients and donors through the information they give them (e.g. through their websites and publications).			
Ensuring patient views and needs are better incorporated into the HFEA's work and the information it provides, by: • Enhancing the patient voice in all of the HFEA's work • More effectively seeking patients' views.	Exploration and consul-tation	Piloting/ Implemen-tation	CORE (ongoing work)
Redeveloping the HFEA website to make better use of feedback mechanisms, video and integration with social media platforms.	Plan	Build / complete	
Improving HFEA information about treatment options, research and other subjects.			CORE (ongoing work)
Working with clinics and experts to publish information about new treatments.			CORE (ongoing work)

Activities	Business Year		
	2014/15	2015/16	2016/17
Collaborating with professional stakeholders to put patients in touch with better information and services when they first realise they may have a fertility issue.	Ground-work	Delivery	
Demonstrating efficiency, economy and value			
Ensuring the HFEA remains demonstrably good value for the public, the sector and Government			
Building our establishment staff capacity and skills to ensure good quality delivery of our strategy and our core work, so that the HFEA is professional, capable, easy to deal with, agile and responsive, as well as effective.			
Modernising the HFEA's Register function and processes:	Exploration	Implemen-tation	
• Data Dictionary Project reviewing and simplifying register forms and fields collected.	Exploration	Implemen-tation	
• Data Submissions Project transforming current electronic data interchange (EDI) system and recalibrating current data validation and correction regime.	Exploration	Implemen-tation	
• Reviewing verification processes for clinic outcomes on Choose a Fertility Clinic (CAFC).	Exploration	Implemen-tation	
Working collaboratively with other organisations for the benefit of stakeholders: • Working effectively with the MHRA and UKAS (the body that accredits laboratories), as relevant • Working as a partner in the Department of Health National Information Board, and in particular with the Health and Social Care Information Centre, in developing a collective vision for maximising the use of data and technology across the health and care system – to work to the best advantage for patients, professionals, citizens and taxpayers.	CORE (ongoing work)		

Activities	Business Year		
	2014/15	2015/16	2016/17
Establishing a mechanism for increasing accountability and transparency in respect of the fees the HFEA charges clinics.	Start-up	CORE (ongoing work)	
Ensuring internal Compliance processes and systems assist regulatory efficiency and quality.	CORE (ongoing work)		
Ensuring governance tools underpinning licensing and other decisions are in place and effective.	CORE (ongoing work)		
Maintaining an overview of emerging developments and supporting evidence-based decision-making.	CORE (ongoing work)		
Facilitating access to information under various regimes and fulfilling Government requests.	CORE (ongoing work)		
Continued delivery of core internal finance and facilities work so that services are provided in the most efficient way.	CORE (ongoing work)		
Continue to seek opportunities for shared services and efficiency savings with the Human Tissue Authority (HTA), the Care Quality Commission (CQC) or other organisations:	CORE (ongoing work)		
• Maximising benefit of finance resources shared with HTA.	CORE (ongoing work)		
• Continuing with Service Level Agreements (SLAs) with relevant other organisations for certain HR services, and using Civil Service Learning as a key learning and development provider.	CORE (ongoing work)		
• Continuing to receive support services from the CQC (or other landlord when there is a change of office premises), via an SLA.		**Office move**	
• Upgrading Finance systems to enable further efficiencies and shared services.			