

# Human Tissue Authority Board Meeting

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## Outline and introduction to the revised Strategy

### Purpose of paper

1. To provide the Board with an overview of the HTA's current strategy and process for reviewing and updating the strategy including timescales.
2. To discuss the factors informing and shaping future strategy data.
3. To share a skeleton of the revised strategy.

### Decision making to date

4. The SMT has held a series of workshops to inform the direction of travel and priorities for a future strategy.
5. The 2023/24 Business Plan identifies a number of projects that individually and collectively contribute to the delivery of change, development and improvements in the strategic direction of the HTA.

### Action required

6. The Board is asked to note the emerging themes underpinning the strategic direction of the HTA and its position in a changing operating landscape.
7. To note the timeline for updating the strategy.

## Background

8. The HTA's current strategy is a three-year strategy covering the period 2021 to 2024. The Strategy and its underlying objectives are grouped around three key themes: -
  - Delivery - to deliver the right mix of operational activity to maintain public and professional confidence.
  - Development - to make the right investment to continuously improve delivery and deployment.
  - Deployment - to make the most effective use of people and resources in pursuit of our goals.
9. The current strategy expands on each of these themes through detailed objectives and deliverables. These will be subject to strategic review and reflection with updates and progress over the last 12 months and the duration of the strategy noted. This strategic review will also be used to set the context of priorities for the next 12 months and 3 years.
10. Since agreeing the 2021-24 strategy, there have been a number of changes to the operating landscape and the wider health system in which the HTA operates. Where possible these changes have been included in the strategy as part of the annual review, the most notable of these was the recovery and return of the full scope of the HTA's regulatory activities post pandemic. This was reflected in the last update.
11. As we prepare to review, revise and update our strategy for the next 3 years we will need to reflect these changes and consider any further factors that may influence our strategy and priorities. Such factors may include: -
  - Ongoing regulatory reform.
  - Innovation and growth in the life sciences sector.
  - Issues arising from horizon scanning.
  - Opportunities for continuous improvement of the HTA's core business as usual activities.
  - Themes from the work to assess and understand the HTA's impact.

## Revising the Strategy

12. The SMT has conducted a series of workshops exploring the strategic themes and understanding the potential opportunities that exist to develop, respond and further protect the safe use of tissues and cells in the future.
13. Emerging themes around which we aim to structure the strategy include:
  - i. **HTA – an efficient and effective regulator**
    - Working with and as part of the system with partner organisations and stakeholders.
    - Clarity on the scope of the HTA including future scope and forward look.
    - Understanding of the impact of identified opportunities and threats from drivers of greater efficiency and effectiveness.
  - ii. **Approach to Regulation**
    - Models are responsive to the changing landscape, inherent risk of regulated activities and impact of nature of landscape.
    - Reflects principles of regulatory reform.
    - Potential offer of models providing regulation and / or oversight to emerging/new activities.
    - Opportunities to continue, improve or change what we do based on insight into impact and benefit.
  - iii. **Use of information**

Delivering insight on relative & inherent risk to: -

    - Target regulatory action.
    - Understand the impact and benefit of all our activities and value add to life sciences.
    - Inform, lead and enable opportunities for improvement and innovation.
    - Anticipate response to new and emerging themes, trends and activities.

- Enable openness in the use of existing and wider data sets.
- iv. **Delivering public trust and confidence in the use of tissues and cells**
- Credible, expert and authoritative voice.
  - Confidence in a responsive and risk-based model delivering clear outcomes and measurable impact.
  - Recognition and sensitive to the perception of risk.
  - Our approach is built around appropriate consent.
14. It is anticipated that these themes will capture and proactively respond to the changes, challenges and opportunities facing regulation and specifically the regulation of tissues and cells over the next 3 years. The ability to remain responsive will be actioned through annual reviews and the design of a strategy that is sufficiently agile to be as successful in a 12-month delivery period or in the full duration of the strategy. The alignment and direct correlation to deliverables identified in the annual business plan will also ensure focus and progress is maintained.
15. Over the next 6 months the detail underpinning the themes, our appetite and ambition of deliverables and the contribution to the overall strategic direction mapped to a changed external environment will be developed.
16. It is important to note that the delivery of the strategy will be through the annual business plan. This dependency is critical in relation to determining priorities and resource deployment and for the new strategy we will wish to see a better alignment with each annual business plan.

## **HTA Strategy 2024-27 - outline**

17. As we prepare to draft the Strategy, we have developed an outline based on key headings. These will be populated over the coming months through developmental work and discussions, the outputs of projects aimed to deliver in 2023/24, external factors and organisational appetite.
- Introduction.
  - Strategic review – what we have achieved in the last 3 years.

This will draw on previous updates and specific projects delivering Q3 such as “Assessing our Impact” and the published Review on Tissues and Cells.

- Strategy for 2024 to 2027

This will draw on insight from Horizon Scanning, changes to Life Sciences and the evolving operating landscape including the efficiencies and reform agenda – opportunities and actions to prioritise.

- Our Strategic Approach

A description of the HTA’s regulatory model and approach and how it is adapting to innovations and growth in life sciences and changes across the operating landscape including regulatory reform, roles and responsibilities of ALBs. This section will reiterate the HTA’s vision and mission whilst positioning the activities and functions at the heart of our purpose.

- Longer term strategic vision

The recent “Theory of Change” workshop has started to explore a longer-term vision from the context of impact of HTA activities and regulation. The vision will also need to demonstrate an understanding of the longer-term vision of life sciences, the sectors currently and / or may be regulated in the future, alternative models and opportunities for reform. It is anticipated that the longer-term vision will seek to identify tangible opportunities for collaboration and partnership working within life sciences and across ALBs.

## **Timeline for Reviewing & Delivering a Revised Strategy**

18. Over the next 6 months we aim to complete a full review of the HTA’s Strategy producing a clear vision for the 12 months as a minimum and aspirations for the next 3 years. Table 1 provides a high-level timeline of the process to review, revise and finalise the HTA strategy 2024-27.

19. Table 1: HTA Strategy 2024-27- timetable for revision

<b>Anticipated Activity / Milestones</b>	<b>Dates</b>
Board workshop to share the process of review, timeline and emerging themes.	September 2023
Staff engagement to introduce the review, key milestones and emerging themes. This will align with the development of the 2024/25 business plan.	September – October 2023
SMT engagement via dedicated monthly sessions to revise the strategy and agree a revised document by 31 March 2024.	September – March 2024
Drafting of revised HTA strategy – draft to be shared with HTA Board for discussion in December.	November 2023 – January 2024
Strategy Workshops – internal and external engagement with stakeholders to test and refine emerging themes.	November 2023 – January 2024
Final drafting of the strategy – final draft to be presented to HTA Board for approval at March meeting.	February – March 2024
Communications and Engagement.	Throughout the project lifecycle.
Lessons Learned and best practice.	Throughout the project lifecycle.

## Next Steps

20. Following the discussion with the Board, the identified themes will be developed further to form the foundations of a draft strategy. It is intended that the draft document will also draw on other sources of information due to be completed at the end of Q2 and in early Q3.
21. A first draft of the HTA strategy 2024-27 will be brought back to the Board in early December for discussion and comment.

## Recommendation

22. The Board is asked to note the emerging themes underpinning the strategic direction of the HTA and its position in a changing operating landscape.
23. To note the timeline for updating the strategy.