

# HDR UK Talent & Training Strategic Delivery Fixed-Term Support ITT

9<sup>th</sup> April 2020

## Invitation to Tender: Strategic delivery support for HDR UK Talent & Training Strategy

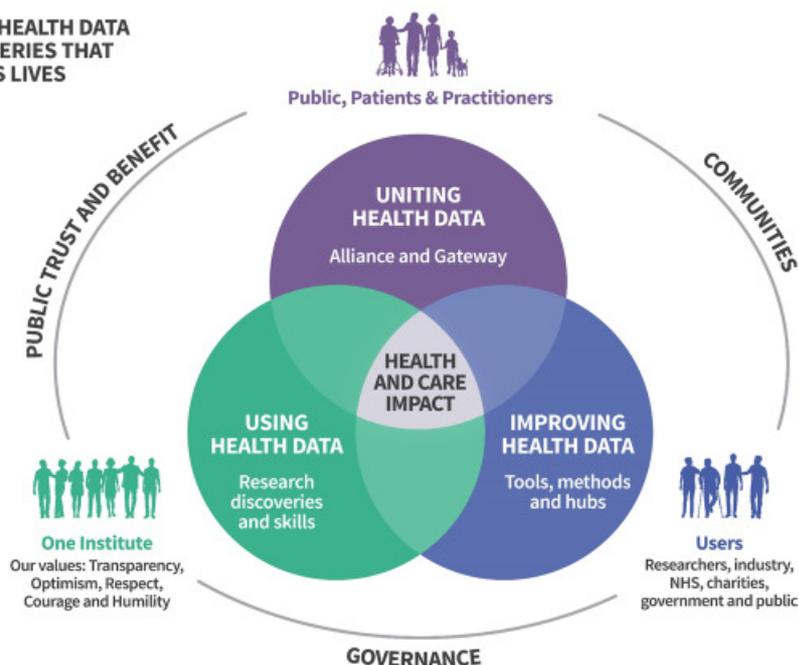
**Requirement:** strategic and programme delivery support for the Health Data Research UK national talent and training programme.

**Context:**

Health Data Research UK (HDR UK) is the only national research institute for health data with activity across England, Wales, Scotland and Northern Ireland.

- HDR UK has been established to work with a **wide range of health data** from the NHS, universities, research institutes and charities, and increasingly from wearables and other diverse data as well as in private companies
- Over the next 5 years, health research datasets, participants and uses will **grow rapidly**
- HDR UK will position the UK to **lead health data science internationally** with our national, pan-sector approach
- HDR UK is establishing the UK's health data research infrastructure by:
  - **Uniting health data** - providing national convenorship through the Alliance and Gateway with open standards, and in a way that earns the trust of patients and the public
  - **Improving health data** - providing tools, methods, hubs, and national expertise in health data quality improvement for researchers and innovators
  - **Using health data** – enabling research and innovation, demonstrating novel approaches to health data use, impact at scale, and establishing an expert group of national research leaders in health data science

UNITING THE UK'S HEALTH DATA  
TO ENABLE DISCOVERIES THAT  
IMPROVE PEOPLE'S LIVES



## Talent & Training

One of HDR UK's core priorities is to provide capacity building and career development programmes to build the skills needed for the UK to lead the health data science revolution across the NHS, academia and industry by supporting and empowering people at every stage in their career.

The training strategy has three priorities:

- Provision of **innovative interdisciplinary training** from Masters to Research Leaders.
- Build sustainable capability and capacity through **leveraging the skills and expertise** across all HDR UK partners – aligning with a single national Institute approach.
- Influence and enable **new career pathways** across academia, NHS and industry.

More detail on the HDR UK Training Programme is provided [here](#).

In 2020/21 the following deliverables have been prioritised:

- Provision of **innovative interdisciplinary training**
  - A. Communicate and support development of the HDR UK Masters programmes – including building an increased online presence
  - B. Support the successful establishment and streamlined delivery of the HDR UK-ATI PhD Programme
  - C. Create & implement a Fellows Succession plan
  - D. Deliver an innovative Summer School (online)
- **Leveraging the skills and expertise** across all HDR UK partners
  - E. Set up an effective national talent framework e.g. connecting regional training leads with HDR UK's national research and infrastructure priorities and projects and integrating a talent management approach across the Institute.
  - F. Pilot test development and delivery of online materials (connected to the Better Care priority area).
- Influence and enable **new career pathways**
  - G. Competency frameworks published and used to accredit programmes.
  - H. Accredited Safe User framework published and plan for integration with Innovation Gateway.
  - I. Data Science Specialist framework written.

## Support requirements

We are looking for a supplier that can provide the expertise and skills to rapidly established the delivery approaches required to effectively implement our Talent & Training strategy. In particular to support deliverables A, B, C and E. above.

We anticipate that this will be one individual (though we will consider teams if necessary) who will work closely with the HDR UK Executive Team and Director of Learning and Development, to achieve the following outputs:

## 1. Assessment and option design for innovative interdisciplinary training

Assess HDR UK's current Talent & Training programmes and make recommendations to ensure alignment with the HDR UK training strategy.

### Expected deliverables:

- Consult the leaders of key institute delivery teams (Hubs, Sites, Implementation Projects, Gateway, Alliance) to develop a map of Health Data Research capabilities and training needs across the three Institutional functions (Uniting, Improving and Using data). See also 3 below.
- Assess how well HDR UK's current training activities are aligned and integrated with the HDR UK training and Institute wide strategy, covering personal and career development of HDR UK central team and wider institute staff at all career stages and a description of supporting structures and programmes (eg. PhD & MSc) across HDR UK.
- Assess how well HDR UK central is able to monitor training and people development across the Institute and provide recommendations on how suitable reporting tools can be established.
- Based on this consultation and assessment, develop options on adjustments to the training strategy and programmes (including delivery plan, metrics to evaluate the success of the strategy and resourcing needed to deliver the strategy).
- **By 11<sup>th</sup> May** Provide a report summarising the assessment, options, and revised strategy.
- **By 11<sup>th</sup> May** Provide a synopsis of HDR UK training and talent approach and activities to be integrated into HDR UK Establishment Review report.

## 2. Develop and implement and integrated talent management approach across the Institute- Leveraging the skills and expertise across all HDR UK partners.

Implement an integrated talent management delivery framework, working with the Director of Learning and Development and existing site training leads and wider activities (e.g., Hubs, Implementation Projects, Gateway, Alliance, PhD & MSc programmes) to fully embedded training activities across the Institute.

### Expected outputs:

- **By 28<sup>th</sup> May** provide a robust map of current training activities and capabilities across the Institute:
  - Types of activities / functions where capabilities are required/unmet across the Institute e.g. Hub commercial strategy, software engineering to support reproducible research etc.
  - Current skills profile and training needs across the Institute programmes
  - Credible options for addressing the needs – specifically highlighting how the current training & talent approaches (e.g., MSc, PhD, fellows) will meet the needs
  - Identification of gaps in the current training opportunities

This map should be developed in a way that it can be easily kept current and provides a means of prioritising where new training should be targeted.

- **By 28<sup>th</sup> May** provide and coordinate the successful integration of additional communications content (e.g to the HDR UK website) to improve dissemination of HDR UK training and talent activities.
- **By 4<sup>th</sup> June** provide a summary report including recommendations for next steps to achieve longer-term successful integration of training into the Institute's Uniting, Improving and Using data national priorities – **to be followed-up with a presentation to HDR UK's Executive Committee on Wed 24<sup>th</sup> June.**

### 3. Develop and establish the Fellows succession plan

Following the assessment and revision of the delivery strategy and talent management framework (Outputs 1 & 2), we require a Fellows' succession plan case and delivery plan:

#### Expected deliverables:

- Evaluate the existing HDR UK Fellows programme, (including the associated NIHR Data Science Incubator) and provide recommendations to the HDR UK Executive team (including national Research Directors) on how the programme should be revised based on this evaluation **by 17<sup>th</sup> June**
  - **By 17<sup>th</sup> June** develop a case for renewed fellowship support to external funders
  - **By 17<sup>th</sup> June** provide recommendations on how HDR UK's sustains research leadership activities across the Institute, with and in the absence of additional funding.
- Each of the above to be presented to HDR UK's Executive Committee on Wed 24<sup>th</sup> June.**

## Delivery requirements

### Key relationships

The supplier will be reporting to Rhoswyn Walker, HDR UK Chief Science Strategy Officer and will also be working very closely with Georgine Moulton, HDR UK Director of Learning and Development. They will also be working with HDR UK's National Science Programme Manager, Dani Blatt, HDR UK Science Manager, Melissa Lewis-Brown, and Partnership Director, David Seymour, as well as representatives of HDR UK Executive Committees including senior academic representatives across the UK.

### Dates

The supplier is expected to work remotely with HDR UK from mid-Apr for 9 weeks.

### Tools, design and presentation

Suppliers are expected to use tools that can be readily used and modified by HDR UK (for example Excel) and that can be easily exported into presentation materials (which are in Powerpoint and Word).

### Intellectual property

The outputs for this work will be owned by HDR UK.

## Project management

- Kick-off meeting to clarify HDR UK requirements
- Weekly meetings to track progress, trouble-shoot and keep the project aligned to HDR UK requirements.

## Selection criteria

- Credible approach to meeting the requirements
- Proven expertise of delivering against the requirements listed (including previous talent and training capabilities)
- Previous experience in developing and operating similar strategic training delivery programmes, ideally within a national organization.
- Proactive, self-starter
- Value for money – noting our public sector funders, we operate for the public good.

## Location

It is anticipated that the majority of the work will be delivered remotely using video conferencing facilities.

## Tender response format

Please provide by 4 p.m. on the 17 April 2020 to [Enquiries@hdruk.ac.uk](mailto:Enquiries@hdruk.ac.uk)

- A 4-5-page proposal outlining:
  - Your proposed approach to meeting our requirements
  - Up to 2-3 case-studies of past relevant work
  - A project plan
  - The key delivery risks and how you will mitigate these
- A half-page CV for each proposed team member
- 2 reference contacts for comparable work
- Total cost and day rate (clearly stating VAT) stating any appropriate discounts for public sector clients

## Timing

Stage of process	Date	Location
Deadline for response	4pm 17 April 2020	<a href="mailto:Enquiries@hdruk.ac.uk">Enquiries@hdruk.ac.uk</a>

Interview	21st April 2020	Zoom link to be provided to invited candidates
Contract start date	23 <sup>rd</sup> April 2020	Remote working
Contract end date	25 <sup>th</sup> June 2020	