



National Institute for
Health Research

NIHR ACADEMY

NIHR STRATEGIC REVIEW OF TRAINING IMPLEMENTATION PLANS

November 2018



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NIHR Strategic Review of Training Implementation Plans

Publication date: November 2018 (Version 2)

Next update due: Spring 2019

Background

Strategic Review of Training Report

NIHR published its Strategic Review of Training in September 2017 which set out a vision, underpinned by 18 recommendations, for future NIHR research training to support future health research and research training needs. This report can be accessed here (www.nihr.ac.uk/srot).

Implementation

Following the publication of the report, NIHR has set up several Implementation Groups to oversee the implementation of the report recommendations. These groups have been tasked with developing plans for how NIHR will address each of the recommendations. They report into an Implementation Steering Group.

Details of membership of the various implementation groups are given in Annex A. A list of the recommendations from the review are provided in Annex B along with details of which implementation group is responsible for implementing each recommendation.

Recommendations 13, 14, and 17 have been included in this publication, following the NIHR Academy launch in October 2018.

Plans for Further Recommendation 2 is still in development and will be shared internally and published online in due course.

Steering Group

Chaired by Professor Dave Jones, Dean for NIHR Faculty Trainees, and includes senior members of NIHR Trainees Coordinating Centre (TCC) management team.

Timescale

This document provides an overview of the plans for how each of the recommendations will be implemented including the key milestones for doing so.

Updates

These plans are live documents – they will be updated as developments are made and details are subject to change as implementation progresses.

Recommendation 1

The NIHR training activity should be coordinated under a new entity called the NIHR Academy to replace the NIHR TCC and the term 'NIHR Trainee' should be replaced with NIHR Academy Members. Research staff supported by the NIHR to contribute to studies will become Associates of the NIHR Academy.

Recommendation 2

The current TCC will become the Executive for the NIHR Academy. The existing Dean for NIHR Trainees will become the Dean for the NIHR Academy supported by the Executive and new Associate Deans for the NIHR Academy with responsibility for full integration of training across the NIHR system.

Recommendation 3

An NIHR Academy Strategy Group be developed within the NIHR Academy, a key function of which will be the development of a formal NIHR Academy Strategy which will link directly to the broader NIHR strategy. An annual NIHR Academy Forum will bring key stakeholders in implementation and the Strategy Group together to review the previous year's activity and link the next year's activity to current strategic priorities.

Recommendation 4

Guidance for the NIHR Academy will be developed to support appointment and ongoing management of NIHR Academy Members in the NIHR Infrastructure. Criteria will be established for individuals who are not fully funded by NIHR to be eligible for NIHR Academy Membership. Individuals who are not eligible but are part of the research training ecosystem may become Associates.

Recommendation 7

Bring Senior Investigators (SIs) into the NIHR Academy as senior figures to contribute to the development of the next generation. Academy 'alumni' to be also given the opportunity to contribute to career development.

Membership of the NIHR Academy will include all those supported by personal NIHR career development awards or whose training award is at least 25% funded by NIHR and is hosted by an NIHR organisation with a remit for research capacity development. Details of the membership criteria, nomenclature and support provided to members will be developed and communicated prior to launch. A small group will be established to develop the identity and remit of NIHR Associates.

The change of TCC to the Executive will coincide with a relocation of the TCC office within Leeds and also with approval of continued funding of the organisation by Department of Health and Social Care (DHSC). A business plan for the new Executive will be submitted to DHSC by the end of March

2018. The business plan is based on delivery of this implementation plan and ongoing support and development of the NIHR Academy.

The Dean for NIHR Academy will transition to this role in time for the launch of NIHR Academy. The establishment of the new Associate Dean(s) is in development with the aim that role descriptions are agreed and recruited by Summer 2019. Until that time Prof Waljit Dhillo (current Chair of NIHR Infrastructure Training Forum) and Prof Lorraine Harper (co-chair of the Integrated Academic Training (IAT) Implementation Group) will assume the roles as part of an interim transition period.

The NIHR Academy Strategy Group is anticipated to comprise membership of the existing Implementation Steering Group and include a range of members from the NIHR Academy such as SIs and will be established prior to launch. The group is expected to meet quarterly for the first year and then every six months and will be responsible for overseeing the strategy as outlined in the review which will be developed further over time as we move forward. The group will also be responsible for reviewing and approving guidance and also approving the membership levels and criteria.

SIs will be formally invited to join the NIHR Academy by the Dean prior to launch and will be encouraged to be represented at the Annual Forum event.

Implementation Group

Implementation Steering Group

Key milestones

Submission of business plan for NIHR Academy Executive to DHSC	March 2018
Establishment of interim NIHR Associate Dean role	April 2018
Group to meet to discuss identity and remit for NIHR Associates	Spring 2018
Presentation at SI Induction Meeting	June 2018
Development of membership structure and associated access to NIHR Academy support	July 2018
Approval of membership structure	September 2018
Invitation letter to SIs to join NIHR Academy	
Office move for NIHR Academy Executive	September/October 2018
Launch of NIHR Academy (including launch event, publication of guidance and opening of new personal awards programme)	October 2018
Inaugural NIHR Academy Forum meeting	June 2019
Establishment of NIHR Associate Dean role	Summer 2019
Publication of NIHR Academy Strategy	October 2019

Recommendation 5

Career support activities are harmonised across all programmes open to all Members of the NIHR Academy.

Implementation of this recommendation will also support implementation of Recommendation 17.

Summary

Prior to launch of the NIHR Academy a mapping exercise will be undertaken to identify the current landscape of personal development and career support activities being provided by NIHR to those with NIHR funding. This will include activities provided to and by NIHR Infrastructure, NIHR Schools and partner organisations funded through the IAT programme to provide academic training for medical and dental trainees. The mapping will include both research and personal skills development and a range of formats including on-line resources, workshops, courses and mentorship.

Following establishment of the NIHR Academy we will review the programme of activities and develop the portfolio of support further. After the mapping is completed, a proposed harmonisation plan for of personal development activities and career support structures will be developed for NIHR Academy-funded award holders. We will ensure equity of access for members at the appropriate phase of their academic career journey and also lay out the specific areas that NIHR Academy will provide additional development and support in. This will incorporate the involvement of NIHR Academy senior figures and alumni to provide mentorship and other support mechanisms to early career researchers.

Implementation Group

Personal Development and Career Support Implementation Group

Key milestones

Mapping of current career support activities	July 2018
Development of recommendations for proposed harmonisation of support activities for NIHR Academy members	August 2018
Inclusion of support and development activities in launch of NIHR Academy communications and guidance	October 2018
Further development of portfolio and support activities	June 2019

Recommendation 6

Continual data collection and career progression should be tracked annually on an individual basis.

Summary

Data analysis was an important part of the review, providing valuable evidence on which to base recommendations for change. Continual analysis of career progression and other types of data such as diversity and inclusion will ensure the NIHR Academy has the intelligence to allow it to continue to evolve.

All award holders in training programmes managed by the NIHR Academy Executive will be tracked on an annual basis as a minimum. The Infrastructure Implementation Group developed revised criteria for data reporting on NIHR Academy members in NIHR Infrastructure and this was agreed and implemented in liaison with the NIHR Infrastructure Training Forum and NIHR Central Commissioning Facility (CCF), who manage the contracts. Data will be reported by the NIHR Infrastructure each May for the previous financial year and will then be analysed for publication by October.

Data on members will be analysed by the NIHR Academy Executive and published on the NIHR website on an annual basis. As implementation of the NIHR Digital Strategy progresses, the aim is for a more dynamic information portal to be developed in the coming years to allow stakeholders to self-serve with respect to information that is currently provided by the Executive on a reactive basis.

Implementation Groups

Implementation Steering Group

Infrastructure Implementation Group

Key milestones

Annual reporting for NIHR Academy members based in the NIHR Infrastructure agreed and implemented	November 2017
Analysis of data on NIHR Infrastructure and inclusion in annual reporting for NIHR Academy	October 2018
Publication of analysis of career progression data captured via Researchfish	October 2018

Recommendation 8

Whilst retaining the function of the individual schemes, personal awards be amalgamated into a single flexible Personal Awards Programme with 3 tiers. The programme will operate in response mode for the majority of awards, but will also support strategic themes with specific skills development (for example, leadership, entrepreneurship, economics and bioinformatics).

Summary

NIHR's current provision of personal awards is being combined into new NIHR Fellowships (full details can be found on the NIHR website: www.nihr.ac.uk/fellow). NIHR Fellowships will support individuals with the potential, and on a trajectory to become future leaders in NIHR research. The Fellowships have been designed to support people at various points of their development to become leading researchers, from initial pre-doctoral training to senior post-doctoral research.

Three different types of Fellowships will be available:

- Pre-Doctoral Fellowships
- Doctoral Fellowships
- Advanced Fellowships

Applicants for a Fellowship will need to be proposing research and/or research training that falls within NIHR's remit¹. The majority of Fellowships will be awarded in response mode but a strategic component will also be introduced, further details of which will be announced prior to the launch of each funding round. Doctoral and Advanced Fellowships will be launched twice a year with Pre-Doctoral Fellowships once a year.

Implementation Group

Personal Awards Implementation Group

Key milestones

Announcement of new Fellowship Programme	March 2018
Launch of round 1 of Doctoral Fellowships and Advanced Fellowships	October 2018
Launch of round 1 of Pre-doctoral Fellowships	February 2019
Launch of round 2 of Doctoral Fellowships and Advanced Fellowships	April 2019

Further details

NIHR Pre-doctoral Fellowship – 100% strategic

Pre-doctoral Fellowships will provide support and training to help awardees prepare for applying and undertaking a PhD fellowship. They will form part of NIHR's pre-doctoral training provision alongside In-Practice Fellowships for General Practitioners (GPs) and General Dental Practitioners (GDPs) and Health Education England (HEE)/NIHR Pre-doctoral Clinical Academic Fellowships for non-medical clinicians. The Pre-doctoral Fellowships will only be available in defined Strategic Themes. This will include, in the medium to long term, methodologists looking to undertake a PhD in a relevant NIHR research area.

¹ <https://www.nihr.ac.uk/funding-and-support/documents/Fellowships/TCC-NIHR-Remit-For-Personal-Awards.pdf>

Fellows will be able to request 1 year of support between 50 and 100% whole time equivalent (WTE). The first round of these Fellowships will open in February 2019 with competitions running on an annual basis thereafter.

NIHR Doctoral Fellowship – response mode and strategic

Doctoral Fellowships will support individuals to undertake a PhD in an area of NIHR research. The majority of Fellowships will be awarded in response mode but with strategic components also being introduced through Strategic Themes. Compared to the current Doctoral Research Fellowship, applicants will be given additional flexibility, with options to request 3 years of support between 50 and 100% WTE.

The first round of Doctoral Fellowships will open in October 2018 and competitions will launch biannually thereafter. The change to biannual competitions, compared to the current model of annual, will provide additional flexibility to applicants to apply at a time that may fit better with their current position and circumstances.

NIHR Advanced Fellowship – response mode and strategic

Advanced Fellowships will support individuals at post-doctoral level, at various key stages of their career development. As with Doctoral Fellowships, the majority will be awarded in response mode but with a strategic element being introduced. Specifically, Advanced Fellowships will be open to:

- Individuals who have recently completed or are about to be awarded a PhD but haven't yet established themselves as independent researchers
- Individuals starting to establish themselves as independent researchers or those already established as independent researchers but not yet recognised as an international leader in their field
- Individuals looking to transition into applied health research from a basic science background or those looking to re-establish their research career following a significant career break.

In addition, clinical applicants will have the ability to apply for a 'clinical academic' option which will enable Fellows to spend between 20 and 40% of their time in clinical service / development, which will be covered by the Fellowship, in much the same way as Clinician Scientist Awards have run to date.

Additional flexibility will be provided with the introduction of options for requesting between 2 and 5 years of support between 100 and 50% WTE. Competitions will also change to run biannually with the first launching in October 2018. It will be possible for award holders to apply for a second Advanced Fellowship provided the total support requested from both Fellowships doesn't exceed 8 years WTE in duration.

Strategic Themes

Whilst the majority of Fellowships awarded through this new programme will be made in response mode, strategic elements for a proportion of awards will be introduced at all levels. The NIHR Academy Strategy Group will set Strategic Themes which will form the areas that will be prioritised for any given round of funding. Strategic Themes could be research areas of high importance, specific research skills or methodologies, or professional groups and will be announced in due course.

Pre-Doctoral Fellowship will only fund applications which address one of these Strategic Themes. All other levels will support a mixture of researcher-led applications and applications which fall within one or more of the Strategic Themes.

Partnership Fellowships

At each level of Fellowship there will be opportunities to apply for jointly funded Fellowships, which are co-funded by either a charity or industrial partner. Details of the partners co-funding Fellowships will be provided in advance of the launch of a particular round. There will be additional specific eligibility criteria for co-funded Fellowships which will need to be considered alongside the general eligibility criteria for the level of Fellowship. These will be defined once partnership Fellowships are announced.

Recommendation 9

Modify the current balance between the allocation of IAT posts via “formula” (where decisions about speciality are made at the local partnership level) and “competition” where the area is decided centrally by NIHR. The majority of posts will still be via the formula but complemented by an increase in competition posts which will be aligned to NIHR Strategic Priorities as well as areas where capacity remains weak.

Recommendation 10

Develop IAT “research themes” for competition posts where research is linked to complex challenges and IAT posts can be held in different speciality areas e.g. ‘Older People and Complex Health Needs’ as a priority research area potentially linked to Elderly Care Medicine, Rheumatology or Neurology as a clinical speciality.

Summary

The NIHR supports two principal classes of academic training posts within the IAT Pathway for doctors and dentists:

- The Academic Clinical Fellowship (ACF)
- The Clinical Lectureship (CL)

NIHR allocates and funds ACFs and CLs via formula (based on success with NIHR funding) and competition to medical school tripartite partnerships comprising medical schools (and their partner universities), postgraduate deanery functions within the HEE local offices, and NHS organisation partnerships. There are approximately 250 ACFs and 100 CLs allocated per year. Up until 2016, 200 ACFs and 80 CLs have been allocated via the formula each year, and 50 ACFs and 20 CLs are allocated through competition. Given the lead in time for this process it was agreed to pilot some implementation changes during the review, where a 60:40 split of formula to competition posts was piloted for awards allocated in 2017 (it was previously 80:20) in addition to introducing research themes. A one year formula allocation on this basis was confirmed to partnerships in January 2018.

Up until 2017 the annual IAT competition for additional ACF and CL posts was designed to target General Medical Council (GMC) specialties that tended to lack support through the formula allocation process and also specialties identified as underperforming academically by the NIHR.

Following the pilot for the 2018 competition, the IAT competition is now based around cross-disciplinary research themes identified by DHSC and NIHR as priority areas. The theme-based competition allows NIHR to help shape the research portfolio. ACF and CL posts in these theme areas may be held in a number of different clinical specialities. Partnerships are free to appoint posts in GMC specialties according to local expertise, with the condition that the research programme undertaken by the ACF or CL will be in the theme area.

Implementation Group

Institutional Awards Implementation Group

Key milestones

DHSC/NIHR agree IAT competition research themes	December 2017
NIHR TCC launched IAT competition and published formula allocations	January 2018
IAT Competition closes and partnerships submit specialty spread for formula posts	March 2018
Review Panel Meeting	May 2018
Approval of posts and specialty spread	May 2018
IAT Partnerships informed of specialty spread (formula and competition)	June 2018
IAT Partnerships advertise ACF posts	October 2018
IAT Partnerships advertise CL posts	March 2019

This annual cycle will continue, starting again in December 2018 for posts allocated in 2019, with DHSC and NIHR continuing to look at the balance of awards at this time.

Further details

The IAT formula will allocate ACF and CL posts across eligible medical schools and institutions taking into account Biomedical Research Units (BRCs) allocations and a number of other NIHR-funded Schools/Programmes and Infrastructure facilities with different weighting. The formula was applied in November 2017, using updated criteria which included institutional success in NIHR training programmes e.g. NIHR fellowships or HEE/NIHR Integrated Clinical Academic (ICA) personal awards. It is believed this is a good indication of a commitment to relevant training and career support.²

For posts allocated in 2018 (for recruitment in 2019), NIHR introduced the following changes: a new weighting of 1 for success in NIHR training awards, and to support transition during this change, for the first year only, no institution lost more than either three ACF or three CL posts from the previous year's allocation. All partnerships will also now be encouraged to increase applications for NIHR training programmes to boost their formula posts.

The formula allocation was released to partnerships in January 2018:

<https://www.nihr.ac.uk/funding-and-support/documents/IAT/TCC-IAT-2019-Allocation-Table.pdf>

Eligibility for all posts recruited to in 2019 will require partners to have achieved at least the Silver Award of the Athena SWAN Charter for Women in Science for settings that may include e.g. medical schools, faculties, colleges, school departments, divisions, institutes etc. Posts may only be advertised and appointed in settings in which Silver status has previously been awarded. Further details of Athena SWAN can be found at: www.ecu.ac.uk/equality-charters/athena-swan/.

From 2018, NIHR piloted the move to strategic research themes for the IAT competition rather than the invitation for posts in specific medical specialties. The approach was broadly supported by IAT partnerships, who requested consistent NIHR IAT research themes are supported over a 3 year period to help build sustainable capacity over the longer term. The research themes identified for the 2018 competition were continued for 2019 with the addition of a mental health research theme. The intention is to continue these themes for 2020 and 2021.

² <https://www.nihr.ac.uk/funding-and-support/documents/IAT/TCC-IAT-Formula-for-Medical-Posts.pdf>

The Partnerships were invited to propose training posts in GMC specialties that support seven areas:

- Platform Science (“-omics”) and Bioinformatics
- Therapeutics or Clinical Pharmacology
- Older People and Complex Health Needs
- Dementia
- Medical Education
- Acute Care
- Mental Health

Research capacity in primary care also remains low and NIHR strongly encouraged partnerships to consider general practice posts to support the above research themes where appropriate. Eligible partnerships were invited to bid for up to seven ACF and up to three CL posts to be appointed in GMC specialties that specifically supported NIHR priority research themes. Partnerships were advised not to bid for more posts than they have capacity to accommodate.

The competition was open to all IAT partnerships in England currently hosting NIHR ACF and CL posts where the partnership medical school awards undergraduate degrees in medicine, with NIHR accepting one application from each medical school, HEE local office and NHS Organisation(s) partnership.

The IAT Competition Review Panel will consider applications for posts. Panel membership will be published on the NIHR website at www.nihr.ac.uk/IATcompetition. The panel has been refreshed to fit a research theme focus.

The IAT competition review panel will provide its recommendation to DHSC for approximately 100 ACFs and 40 CLs to be funded. These together with the 150 ACFs and 60 CLs allocated by formula (as per Recommendation 9 above) will form the annual specialty spread of approximately 250 ACFs and 100 CLs.

IAT Partnerships will then be informed of their specialty spread in June 2018 and given permission to recruit to ACFs from October 2018 onwards and CLs from March 2019 onwards.

The NIHR Academy will continue to look at the balance of posts from December 2018 onwards.

Recommendation 11

Allow NIHR CL posts (including badged/match-funded) to span CCT.

Summary

The recommendation from the NIHR Strategic Review of Training related to allowing NIHR CL posts to span Certificate of Completion of Training (CCT) or Certificate of Completion of Specialist Training for dentists (CCST) will be implemented in the 2019 recruitment round.

Recent data from the 2017 UK-wide survey³ of clinical and health research fellowships suggest a reduction in the number of clinicians successfully achieving independent research fellowships. In line with this, the number of clinical academic staff numbers in universities has declined along with a rise in the number of vacant posts, suggesting there are insufficient numbers of early clinical career researchers. The current shortage of clinical academics will become more acute if there is no action taken to address this critical need to transition towards independence. The opportunity for early clinical career researchers to continue in their CL post beyond CCT/CCST will support this critical need, providing additional support to make the transition to independence.

Implementation Group

Institutional Awards Implementation Group

Key milestones

Model for 2019 onwards agreed	March 2018
Launch of Medical and Dental CL recruitment	March 2019

Further details

For current trainees and those recruited within the 2018 recruitment round extensions will be available as outlined in the IAT guide.⁴ This will continue to be promoted and flagged to ensure that CLs appointed in the preceding rounds i.e. before 1st March 2019 will still have opportunities for extension where applicable. If a trainee reaches CCT/CCST at the end of the four year period of funding then no extensions will be considered.

Extensions will not be permitted to be used as a tool to offer a post to a trainee who presents at interview with 6-12 months left before reaching CCT/CCST and then immediately request a further 18 months of time post CCT/CCST.

For new CLs recruited in 2019 onwards applications for extension must be made six months prior to CCT/CCST and be supported by the employing HEI and should be accompanied by an explanation for any requirements around clinical sessions.

On reaching CCT/CCST the NIHR CL will have completed clinical training. It is expected that the majority of activity will be research orientated.

Extension Process

To invoke the extension, eligible CLs will need to provide a supportive letter from the HEI (host institution) justifying need for extension. Commitment from the academic institution should also

³ <https://mrc.ukri.org/publications/browse/clinical-and-health-research-fellowships-survey-2017/>

⁴ <https://www.nihr.ac.uk/funding-and-support/documents/IAT/TCC-IAT-2018-Guidance-for-NIHR-CL-recruitment.pdf>.

include a post CCT/CCST job plan, a one page statement of intent from the trainee and confirmed mentorship. The purpose of the extension should enable successful academic fellowship applications. Payment will be at an enhanced level compared to pre-CCT/CCST pay scales but below consultant levels.

Employer and Responsible Officer

The CL will remain employed by the HEI post-CCT/CCST with an honorary contract with a NHS Trust/Organisation. The Medical Director of the associated Trust will become the responsible officer post CCT/CCST. The post holder post CCT/CCST will need to be appraised jointly both clinically and academically via the Follett report principles and adherence to the joint working checklist⁵ and academic progression managed by local HR processes.

The new process will be adopted from March 2019 onwards and outlined both in the IAT Guide and CL guidance notes for 2019 recruitment.

The NIHR Academy will consider the possible funding implications of more expensive (higher salary) and longer duration CL posts. Financial modelling will be undertaken to ascertain how many posts can be awarded compared to the current level of 100 posts per year and what mechanisms might be helpful in maintaining the current numbers.

⁵ <http://www.ucea.ac.uk/en/empres/clinical/follett/>

Recommendation 12

Provide opportunities for working with/in or meeting the needs of the life sciences industry through partnership within the new Personal Awards Programme and the research themes of IAT.

Summary

NIHR maintains a strong interest in working with the life sciences industry but, to date, has not explicitly funded training programmes linked to industry. There is appetite to work collaboratively and develop skills and support research that aligns with life sciences interests.

In order to provide oversight and the necessary linking with other parts of NIHR when it comes to engaging and working with the life sciences industry, a group is being established which will be responsible for overseeing the implementation of Recommendation 12 and the NIHR Academy's approach to working with the life sciences industry in the long term.

The new Fellowships Programme described under Recommendation 8 will include opportunities for industrial partners to co-fund certain awards, and in addition the IAT research themes will allow for and encourage industrial partnership for competitions launched from 2019 onwards.

Following implementation of the recommendation, the group will take forward further work with key individuals in the life sciences industry to understand industry needs and work up a programme of actions.

Implementation Group

Initially through the Personal Awards and Institutional Awards Implementation groups with Life Sciences Industry Implementation Group to be established and take forward longer term.

Key milestones

Establish Industry Implementation Group (initial focus on implementation of recommendations)	Spring 2018
Pilot opportunities for industrial partnership through new Fellowships	October 2018
Industrial partnership and engagement strategy for NIHR Academy developed	November 2018
Industrial partnership to be considered as part of competition for IAT posts	January 2019
Industry Group to take forward further work with life sciences industry	2019-

Further details

Engagement and working with the life sciences industry will be an important priority for the NIHR Academy. In order to oversee this work a new group is being set up which will take this forward. The group will link with people and activities across NIHR involved in work with industry, and take account specifically of work and expertise within the NIHR Office for Clinical Research Infrastructure (NOCRI), Clinical Research Network (CRN) and the Innovations Programmes at CCF. The aim is to have this group established by May 2018 and for it to meet on a regular basis going forward. One of its first key tasks will be to establish a strategy for engagement with the life sciences industry for the NIHR Academy. This will include but will not be limited to furthering opportunities for partnership with the life sciences industry through the new NIHR Fellowship programme and establishing opportunities through the IAT programme, particularly within the Therapeutics and Clinical Pharmacology themed posts for example.

It will also explore other potential models for partnership funding with industry, including for example the use of the Development and Skills Enhancement Award (see Recommendation 8) to work with and gain experience of working in an industry setting. In addition it will take account of and look to learn from other relevant activities and models used elsewhere in the health research system such as the MRC-GSK EMINENT Network⁶. In helping to shape the potential models another of the first tasks of the group will be to engage with key individuals from industry to help understand the life sciences industry's specific needs.

The new Fellowships programme, which is launching in October 2018 will allow for joint funding of Fellowships by industrial partners. Discussions are underway with potential partners with a view to piloting this as part of the launch of the first round of the new programme. Thinking further ahead, the group will consider how to expand the number of jointly funded Fellowships available with industry partners beyond those initially involved in the October 2018 launch.

To date a significant number of trainees based within the NIHR Infrastructure have either been funded by industry or established collaborations with an industrial partner. This is in addition to trainees with either personal awards or in IAT posts who have established collaborations as part of their award. One of the first activities of the new group will be to gain a better understanding of this through a mapping exercise.

⁶ <http://www.ucl.ac.uk/eminent-consortium>

Recommendation 15

Provide targeted 'seed-corn' funding (on a matched-funding basis with universities and other partners) to support pre-recruitment activity (e.g. vacation studentships, intercalation bursaries, internships as relevant to the different professional groups) in priority areas or for 'hard to reach groups' such as pharmacy and social care.

Summary

Different mechanisms and models of seed-corn will be piloted and targeted towards priority groups and areas. The pilot will be evaluated to understand the types of seed-corn funding that make the biggest impact depending the type of area or group concerned. The NIHR Academy Strategy Group will consider the evidence gained from this in setting future priorities and models for seed-corn funding.

Implementation Group

Infrastructure and Capacity Building Structures Implementation Group

Key milestones

Models of seed-corn funding piloted	2018-2020
Evaluation of pilot	January 2021

Further details

Different priority groups and professions will require different types of seed-corn funding depending on various factors such as their current research capacity, 'research and academic maturity', and professional training structures. In order to pilot different models and start to develop an evidence base for the types of seed-corn funding models that work with different types of groups, certain parts of the NIHR research training system will be given the remit to explore different types of seed-corn funding. Funding will need to be directed to defined priority groups as set by the NIHR Academy Strategy Group. The following mechanisms will be piloted to explore different models of seed-corn funding:

- NIHR Fellowships awarded in priority areas being offered the opportunity to recruit an intern linked to the Fellowship
- NIHR Infrastructure will be encouraged to explore different seed-corn options as part of their remit for training
- NIHR Pre-Doctoral Fellowships, as described under Recommendation 8, will be awarded in priority areas and represent a more substantial form of seed-corn funding. Depending on the evidence from the above mechanisms and as part of the continuous review of the impact of this new fellowship, additional models of seed-corn funding may be introduced as part of this. For example expanding the remit to support an internship at the same organisation as the Pre-Doctoral Fellow.

The evaluation of the different models will be undertaken by the NIHR Academy Executive and reported to the NIHR Academy Strategy Group.

Recommendation 16

Explore a bridging scheme for Members who fall between schemes.

Summary

A new Development and Skills Enhancement Award will be introduced at post-doctoral level to help support existing NIHR Academy Members gain new skills and experience to support the next phase of their career development. Awards will be available to apply to all year round with a short turnaround from application to decision to ensure support is flexible to individual's needs.

In addition, as part of the HEE/NIHR Integrated Clinical Academic Programme, bridging support will be made available through local and regional HEE offices.

Implementation Groups

Personal Awards Implementation Group
ICA Programme Implementation Group

Key milestones

Announcement of Development and Skills Enhancement Award	March 2018
Bridging support available to ICA awardees through HEE	Autumn 2018
Launch of Development and Skills Enhancement Award	May 2019

Further details

NIHR Development and Skills Enhancement Award – response mode and strategic

This will be a post-doctoral level award aimed at supporting NIHR Academy Members to gain specific skills and experience to support the next phase of their research career. The awards will support a mixture of applications in areas of strategic importance and researcher-led applications. This will include NIHR Academy Members requiring support for career continuity in advance of applying for further NIHR Academic Career Development funding, who haven't been able to source support from elsewhere e.g. from Research Capability Funding (RCF). In all cases applicants will be required to demonstrate the new skills and experience they hope to gain through the award and how it will benefit their future career in research. Awards will be 1 year maximum and may be taken up on a part time basis of between 50 and 100% WTE, however the maximum duration will still be 1 year regardless of WTE. Awards will be available to start from December 2019 onwards with application windows open all year round, starting from May 2019.

There is an expectation that host organisations will match the level of support provided by NIHR at a level of 50%. Where the level of support from the host is less than 50% this will be assessed as part of the application review process. NIHR is currently undertaking a review of RCF.

Bridging support for ICA awardees

HEE local teams are currently responsible for providing internships as part of the ICA programme. Their remit will be expanded to also provide bridging support, primarily for post-doctoral level individuals who need additional support upon completion of their PhD to prepare and apply for a post-doctoral level fellowship, such as an ICA Clinical Lectureship. Some limited pre-doctoral support will also be available. Bridging schemes will be run locally/regionally by HEE teams and will follow a set of principles and parameters set by NIHR and HEE. It is envisaged that these will be in place by late autumn 2018.

Recommendation 18

Work with existing stakeholders (e.g. AMS/Wellcome Trust given their INSPIRE programme) and in new settings (non-medical professions and potential methodology undergraduates) to increase awareness of academic career opportunities in priority areas.

Summary

Decisions about clinical and research specialisms are frequently made at undergraduate and early post-graduate level. Altering the behaviour of potential Academy Members to increase entry into priority areas will require NIHR Academy to carry out tailored awareness-raising activities around establishing a career in research at specific career stages.

Implementation Group

Infrastructure and Capacity Building Structures Implementation Group

Key milestones

Work with stakeholder/partner organisations	Dec 2018
Devise strategy and engagement plan	June 2019
Implementation of strategy	Ongoing from Summer 2019

Further details

NIHR Academy will work with stakeholder and partner organisations already active in this area to gather information about their activities and identify the key points at which potential Academy Members could be targeted. We will work with key partner organisations including the Academy of Medical Sciences and representation from the devolved nations. We will then devise a strategy and engagement plan and align this with the NIHR Academy priority areas as they're identified.

Further Recommendation 1

A cross-funder review group led by HEE and NIHR be established to address career pathways for academic non-medical clinicians, how those pathways intersect with the NHS, whether an equivalent pathway to the ACF/CL pathway would be appropriate and how NIHR investment in NHS structures can be used to leverage improvement in career pathways.

Summary

A working group will be established reporting to the HEE Clinical Academic Careers Steering Group (CACSG) looking to review and address the issues around clinical academic career pathways and structures within the NHS for non-medical clinical academics.

Implementation Group

Implementation Steering Group

Key milestones

Proposal for group discussed at HEE CACSG	June 2018
Establishment of group	August 2018

Further details

The group will be established by the end of May 2018. Work to do this will include setting the group's Terms of Reference and membership. Membership of the group will be agreed by NIHR and HEE and will take account of the key stakeholders needed to address the issues. These include, in addition to HEE and NIHR, but are not limited to;

- NHS England
- Council of Deans
- Association of UK University Hospitals
- Council for Allied Health Professions Research

Further Recommendation 3

Establish a cross-funder approach to address gender issues which build on evidence and understanding through a systematic review.

Summary

Developing sustainable clinical academic careers remains a key priority for research funders in the UK. Attractive pathways are essential to increase capacity, however recruitment and retention is often problematic and attrition for certain groups at particular stages of career is well recognised and has also been previously documented. Gender for example is a particular concern with women under-represented at all levels in academic medicine, a situation which worsens as roles become more senior.

The recent cross funder report, *'A Cross-Funder Review of Early-Career Clinical Academics: Enablers and Barriers to Progression'* (November 2015) highlights some of the most common barriers to career progression with sensible suggestions for future clinical academic careers including the need for improved access to formal mentorship and personalised advice.

Several interventions have been introduced over the years by all funders with some degree of success, however we do not fully understand all the factors that influence career progression and decision making as it relates to an academic career and the current evidence base is limited.

Implementation Group

Implementation Steering Group

Key milestones

Develop a specifications for a programme of work	April 2018
Approval from funders	May 2018
Launch of invitation to Tender	June 2018
Panel Review	September 2018
Project starts	TBC

Further details

A specification will be developed across funding organisations for a project that will inform improvements for clinical academic pathways across the UK. This will form the basis for an invitation to tender which will be supported and funded through a partnership comprising the following organisations:

- The Academy of Medical Sciences
- The Medical Research Council
- Cancer Research UK
- Health Education England
- The National Institute for Health Research
- The Wellcome Trust

A supplier will be sought through competitive tender to deliver a systematic literature and qualitative review to understand the barriers to progression through a clinical academic career across a range of groups and to identify existing interventions that may be relevant in UK settings. This will go beyond gender and look at a range of challenges such as geography and social mobility.

Changes to the HEE/NIHR ICA Programme

Whilst the NIHR Strategic Review of Training didn't make specific recommendations for change to the ICA programme, owing to the fact it is HEE funded, during the undertaking of the review, the evidence highlighted elements of the programme that would benefit from further consideration for change. This implementation plan outlines how these changes are being considered and taken forward.

Summary

The pre-doctoral level of support provided through the ICA programme is changing from the previous model of direct funding of specific masters courses to personal fellowships in the form of the new Pre-doctoral Clinical Academic Fellowship (PCAF). In addition a new bridging scheme is being established as detailed under recommendation 16.

Implementation Group

ICA Implementation Group

Key milestones

Launch of round 1 of PCAF	February 2018
Close of round 1 of PCAF	April 2018
Announcement of first PCAF awards	July 2018
Launch of round 5 of CDRFs, CLs and SCLs	March 2019

Further details

The PCAF scheme has been designed to provide pre-doctoral research training for non-medical clinical academics who need additional training and support to enable them to be competitive at doctoral level. Applicants apply directly to NIHR rather than to specific courses and will be assessed based upon the strength of the application in terms of preparing them for undertaking a PhD. The expectation is that the number of people who go on to undertake a PhD following completion of a PCAF will be significantly higher than the those who did so following the undertaking of an ICA funded MRes.

In addition to the change to PCAF and the introduction of bridging as described under recommendation 16, there are changes being brought in with the new Fellowships programme (for example the increased flexibility around part-time options) which will be considered for introduction into the ICA programme when round 5 of CDRFs, CLs, and SCLs launch in March 2019.

Annex A – Implementation groups membership

Personal Development and Career Support Implementation Group

Professor Anne-Maree Keenan, NIHR Infrastructure Training Lead Deputy Chair (co-Chair)

Dr Caroline Magee, Deputy Director, NIHR TCC (co-Chair)

Ms Megan Wright, Senior Programme Manager, NIHR TCC

**Further membership to be established*

Personal Awards Implementation Group

Professor Dave Jones, Dean for NIHR Faculty Trainees (co-Chair)

Dr Peter Thompson, Assistant Director, NIHR TCC (co-Chair)

Professor Gary Frost, Chair, Doctoral Research Fellowships Panel

Professor Jayne Parry, Chair, Senior Fellowships Panel

Professor Chris Thiemermann, Chair, Post-Doctoral Fellowships Panel

Professor Chris Hatton, Research Design Service

Dr Jenny Myers, Clinician Scientist and DRF Panel Member

Dr Louise Connell, Career Development Fellow and DRF Panel Member

Dr James Fenton, Assistant Director, NIHR TCC

Ms Nicola Melody, Assistant Director, NIHR TCC

Ms Rebecca Savage, Senior Programme Manager, NIHR TCC

Mr Tom Pratt, Senior Programme Manager, NIHR TCC

Dr Helen Harris-Joseph, Senior Programme Manager, NIHR TCC

Ms Charlotte Minter, Programme Manager, NIHR TCC

Integrated Clinical Academic Programme Implementation Group

Dr Peter Thompson, Assistant Director, NIHR TCC (co-Chair)

Laura Ainsworth, Business Manager, Performance & Development Directorate, HEE (co-Chair)

Dr Lisa Cotterill, Director, NIHR TCC

Professor Nicki Latham, Executive Director of Performance & Development, HEE (until Dec 2017)

Dr Tim Swanwick, Senior Clinical Adviser & Postgraduate Dean, HEE (from Dec 2017)

Professor Anne-Maree Keenan, NIHR Infrastructure Training Lead Deputy Chair

Professor Debbie Carrick-Sen, CDRF Panel Member

Dr Beth Harris, Senior Programme Manager, NIHR TCC

Dr Mal Palin, Senior Programme Manager, NIHR TCC

Institutional Awards Implementation Group

Dr James Fenton, Assistant Director, NIHR TCC (co-Chair)

Professor Lorraine Harper, University of Birmingham (co-Chair)

Professor Bill Irish, Lead Postgraduate Dean for Academic matters in England, HEE

Professor Jeremy Levy, Imperial College London

Ms Camille Carroll, Plymouth

Ms Julie Bishop, Research Policy Senior Manager, DHSC

Dr Kieran Lee, Senior Programme Manager, NIHR TCC

Ms Leesa Rayton, Senior Programme Manager, NIHR TCC

Dr Helen Harris-Joseph, Senior Programme Manager, NIHR TCC

Life Sciences Industry Implementation Group

Dr Peter Thompson, Assistant Director (Personal Awards) NIHR TCC

Dr James Fenton, Assistant Director (Institutional Awards) NIHR TCC

Professor Waljit Dhillon, Chair - NIHR Infrastructure Training Forum

**Further membership to be established*

Infrastructure and Capacity Building Structures Implementation Group

Professor Dave Jones, Dean for NIHR Faculty Trainees

Dr Lisa Cotterill, Director, NIHR TCC

Professor Waljit Dhillon, Chair - NIHR Infrastructure Training Forum

Dr Julieanne Bostock, Assistant Director, NIHR TCC

**Further membership to be established*

Annex B – List of recommendations from NIHR Strategic Review of Training

Recommendation 1 – Steering Group

The NIHR training activity should be coordinated under a new entity called the NIHR Academy to replace the NIHR TCC and the term ‘NIHR Trainee’ should be replaced with NIHR Academy Members. Research staff supported by the NIHR to contribute to studies will become Associates of the NIHR Academy.

Recommendation 2 – Steering Group

The current TCC will become the Executive for the NIHR Academy. The existing Dean for NIHR Trainees will become the Dean for the NIHR Academy supported by the Executive and new Associate Deans for the NIHR Academy with responsibility for full integration of training across the NIHR system.

Recommendation 3 – Steering Group

An NIHR Academy Strategy Group be developed within the NIHR Academy, a key function of which will be the development of a formal NIHR Academy Strategy which will link directly to the broader NIHR strategy. An annual NIHR Academy Forum will bring key stakeholders in implementation and the Strategy Group together to review the previous year’s activity and link the next year’s activity to current strategic priorities.

Recommendation 4 – Steering Group

Guidance for the NIHR Academy will be developed to support appointment and ongoing management of NIHR Academy Members in the NIHR Infrastructure. Criteria will be established for individuals who are not fully funded by NIHR to be eligible for NIHR Academy Membership. Individuals who are not eligible but are part of the research training ecosystem may become Associates.

Recommendation 5 – Personal Development and Career Support Group

Career support activities are harmonised across all programmes open to all Members of the NIHR Academy.

Recommendation 6 – Steering Group

Continual data collection and career progression should be tracked annually on an individual basis.

Recommendation 7 – Steering Group

Bring SIs into the NIHR Academy as senior figures to contribute to the development of the next generation. Academy ‘alumni’ to be also given the opportunity to contribute to career development.

Recommendation 8 – Personal Awards Implementation Group

Whilst retaining the function of the individual schemes, personal awards be amalgamated into a single flexible Personal Awards Programme with 3 tiers. The programme will operate in response mode for the majority of awards, but will also support strategic themes with specific skills development (for example, leadership, entrepreneurship, economics and bioinformatics).

Recommendation 9 – Integrated Pathways Implementation Group

Modify the current balance between the allocation of IAT posts via “formula” (where decisions about speciality are made at the local partnership level) and “competition” where the area is decided centrally by NIHR. The majority of posts will still be via the formula but complemented by an increase

in competition posts which will be aligned to NIHR Strategic Priorities as well as areas where capacity remains weak.

Recommendation 10 – Integrated Pathways Implementation Group

Develop IAT “research themes” for competition posts where research is linked to complex challenges and IAT posts can be held in different speciality areas e.g. ‘Older People and Complex Health Needs’ as a priority research area potentially linked to Elderly Care Medicine, Rheumatology or Neurology as a clinical speciality.

Recommendation 11 – Integrated Pathways Implementation Group

Allow NIHR CL posts (including badged/match-funded) to span CCT.

Recommendation 12 – Life Sciences Industry Implementation Group

Provide opportunities for working with/in or meeting the needs of the life sciences industry through partnership within the new Personal Awards Programme and the research themes of IAT.

Recommendation 13 – Infrastructure and Capacity Building Structures Implementation Group

Develop a small number of networking structures – ‘NIHR Incubators’ to support capacity building and multidisciplinary career development in priority areas where critical mass is low. These will be multi-site, virtual structures linked to existing NIHR Schools or de novo structures in priority areas (such as bioinformatics). Site location will take account of local expertise and critical mass as well as need for geographical coherence. NIHR Incubators will be expected to collaborate and share career development resources.

Recommendation 14 - Infrastructure and Capacity Building Structures Implementation Group

NIHR Incubators provide targeted high level career development support for a limited number of pre-doctoral posts in priority areas where progression to PhD will be ‘run-through’ (subject to proportionate review at transition to ensure quality maintenance). A proportion of ACFs allocated through competition will also be allocated to NIHR Incubators to ensure further critical mass.

Recommendation 15 - Infrastructure and Capacity Building Structures Implementation Group

Provide targeted ‘seed-corn’ funding (on a matched-funding basis with universities and other partners) to support pre-recruitment activity (e.g. vacation studentships, intercalation bursaries, internships as relevant to the different professional groups) in priority areas or for ‘hard to reach groups’ such as pharmacy and social care.

Recommendation 16 - Personal Awards Implementation and ICA Implementation Groups

Explore a bridging scheme for Members who fall between schemes.

Recommendation 17 - Infrastructure and Capacity Building Structures Implementation Group

Extend the availability of bespoke training programmes to include all post-doctoral level NIHR Academy Members. NIHR Incubators will play a key role in delivery in their relevant areas.

Recommendation 18 - Infrastructure and Capacity Building Structures Implementation Group

Work with existing stakeholders (e.g. AMS/Wellcome Trust given their INSPIRE programme) and in new settings (non-medical professions and potential methodology undergraduates) to increase awareness of academic career opportunities in priority areas.

Further Recommendation 1 – Steering Group

A cross-funder review group led by HEE and NIHR be established to address career pathways for academic non-medical clinicians, how those pathways intersect with the NHS, whether an equivalent pathway to the ACF/CL pathway would be appropriate and how NIHR investment in NHS structures can be used to leverage improvement in career pathways.

Further Recommendation 2 – Steering Group

A working group be convened to draft a strategy for developing academic skills and realising research opportunity for clinicians.

Further Recommendation 3 – Steering Group

Establish a cross-funder approach to address gender issues which build on evidence and understanding through a systematic review.

Annex C - Acronyms/ Glossary of terms

Term	Acronym
Academic Clinical Fellowship	ACF
Central Commissioning Facility (NIHR)	CCF
Certificate of Completion of Specialist Training (Dental)	CCST
Certificate of Completion of Training	CCT
Clinical Academic Careers Steering Group	CACSG
Clinical Lectureship	CL
Clinical Research Network (NIHR)	CRN
Department of Health & Social Care	DHSC
General Dental Practitioner	GDP
General Medical Council	GMC
General Practitioner	GP
Health Data Research UK	HDR UK
Health Education England	HEE
Integrated Academic Training	IAT
Integrated Clinical Academic	ICA
National Institute of Health Research	NIHR
NIHR Office for Clinical Research Infrastructure	NOCRI
Research Capability Funding	RCF
Senior Investigators (NIHR)	SIs
Trainees Coordinating Centre (NIHR)	TCC
Whole time equivalent	WTE

Term	Meaning
NIHR Infrastructure	<p>The NIHR provides the support and facilities the NHS needs for first-class research by funding a range of infrastructure facilities. The parts of NIHR Infrastructure that have a remit for training are:</p> <ul style="list-style-type: none"> • Biomedical Research Centres (BRCs) • Collaborations for Leadership in Applied Health Research and Care (CLAHRCs) • Patient Safety Translational Research Centres (PSTRCs)

Annex D – Implementation plans 13, 14, 17

Recommendation 13

Develop a small number of networking structures – ‘NIHR Incubators’ to support capacity building and multidisciplinary career development in priority areas where critical mass is low. These will be multi-site, virtual structures linked to existing NIHR Schools or de novo structures in priority areas (such as bioinformatics). Site location will take account of local expertise and critical mass as well as need for geographical coherence. NIHR Incubators will be expected to collaborate and share career development resources.

Summary

The NIHR Incubators will bring together areas of local expertise to promote multidisciplinary working, share best practice and provide career development resources. NIHR Academy Members in the Incubators will receive targeted support, which may include access to bespoke training programmes, mentorship arrangements and networking opportunities. Incubators will have reach across NIHR. Different models of Incubator will be developed to meet the unique challenges for each area building on an understanding of existing academic excellence, critical mass and the barriers to attracting people into and sustaining them on academic career paths.

Incubators will be piloted initially in areas identified in the review as requiring targeted support and where existing structures already exist. NIHR is collaborating with Health Data Research UK (HDR UK) to develop an Incubator in health data science and is also building on the opportunities offered through the NIHR Schools to support social care, public health and primary care.

Following the pilot, the implementation group will develop a process for assessing candidates for further Incubators against an agreed framework and appropriate models will be considered.

Implementation Group

Infrastructure and Capacity Building Structures Implementation Group

Key milestones

Identification of members for NIHR/HDR UK Incubator in Health Data Science	September 2018
Announcement of NIHR Incubator in Primary Care Research	October 2018
Announcement of NIHR Incubator in Social Care Research	October 2018
Announcement of NIHR Incubator in Public Health Research	October 2018
Announcement of NIHR/HDR UK Incubator in Health Data Science	October 2018
Launch event for trainees NIHR/HDR UK Incubator in Health Data Science	Summer 2019

Further details

NIHR/HDR UK Incubator in Health Data Science

The NIHR Strategic Review of Training highlighted skills shortages in areas such as big data, bioinformatics, health technology, clinical trials, interdisciplinary working and health economics. Building capacity in these key areas will be an important feature as we implement the review recommendations and bringing people together through structures that support networking will build capacity that is likely to be sustainable in the longer term. HDR UK is the new national institute for data science in health care, headquartered at the Wellcome Trust. Supported by nine UK funders including NIHR, its mission is to make game changing improvements in the health of patients and populations by harnessing data science at scale. The institute will address research challenges that need scale, depth, and the continuum of biomedical research from molecular biology, genomics, to clinical data and pervasive digital technologies. There is a clear opportunity for partnership working between the NIHR Academy and HDR UK to establish a new NIHR/HDR UK Incubator in Health Data Science.

HDR UK are establishing National Productivity Innovation Fellows in 2018 based in locations across the UK that were identified in January 2018; all 42 appointments are now confirmed. Additionally NIHR has awarded 31 ACF and 11 CL posts under the heading 'Platform Sciences' as part of the Integrated Academic Training Programme. These NIHR posts are being selected now and are expected to be in post from August 2018.

These distinct training activities will represent the first step in establishing an identifiable community or inaugural cohort within an NIHR/HDR UK Incubator in Health Data Science. The intention will be to provide a supportive environment with opportunities for networking, research collaboration, mentorship schemes, leadership, and access to some bespoke interdisciplinary training resources and a regular programme of events and workshops.

As the incubator develops, new annual intake cohorts are planned and a diversification/expansion of programme activities. New members could include individuals from the NIHR Fellowships Programme and further skills/capacity building investments from HDR UK. Anticipated new cohort resources include access to opportunities such as bridging and seed-corn schemes to encourage career progression and a regular update of signposted training resources.

HDR UK is currently recruiting a Director of Training who will work in partnership with an identified NIHR Academy colleague to provide leadership for the NIHR /HDR UK Incubator in Health Data Science.

Eligibility criteria will be established to identify individuals suitable for inclusion in the new NIHR /HDR UK Incubator. We will then communicate to successful, eligible individuals their membership and associated benefits.

Eligible members will be invited to a launch event to initiate networking and to develop further ideas linked to need. We will also:

- Map existing infrastructure (e.g. HDR UK Substantive Sites, Biomedical Research Centres) where there is already critical mass and expertise. Geographical balance to be a consideration
- Landscape mapping to identify training programmes already available within existing infrastructure and develop a signposting mechanism e.g. through a dedicated web resource
- Produce additional development/training resources targeted at high-level career development.

NIHR Incubators in Primary Care, Public Health and Social Care

A workshop held in March 2018 with the NIHR Schools helped to draw out some of the challenges and identify the capacity building approaches already being undertaken. The School for Primary Care Research already has a successful contract for research capacity development which will be developed further by the NIHR Academy Executive to form one of the first NIHR Incubators. In particular there is overlap with public health and social care which can be exploited further to form additional incubators in these areas. The School for Public Health Research has recently been allocated additional funding for PhD studentships which will become the starting point for an NIHR Incubator in Public Health with the NIHR Academy working closely with DHSC and CCF who hold the contract. It is envisaged that a similar approach will be taken to develop an NIHR Incubator in Social Care. Capacity development required a broad and inclusive approach and we anticipate Incubators will develop beyond the confines of School membership.

Different Incubator models will be developed which are both inclusive and outward looking, reaching across NIHR structures with the appropriate expertise and remit, and the wider health research ecosystem.

NIHR Incubators in Other Areas

The first tranche of NIHR Incubators are being piloted and take advantage of existing opportunities - either by building on structures that already exist (the NIHR Schools), working in partnership to support new and emerging disciplines or are community led in areas where capacity is particularly low. Incubators in development include:

- Primary Care
- Social Care
- Public Health
- Health Data Science
- Emergency Care
- Nursing & Midwifery

Mapping of Fellows for inclusion in these areas is now complete and invitation to join is in progress. Several events are now being planned for 2019.

Recommendation 14

NIHR Incubators provide targeted high level career development support for a limited number of pre-doctoral posts in priority areas where progression to PhD will be 'run-through' (subject to proportionate review at transition to ensure quality maintenance). A proportion of ACFs allocated through competition will also be allocated to NIHR Incubators to ensure further critical mass.

Summary

NIHR Incubators will also provide a framework to facilitate the career progression of individuals across the career development pathway in key areas. A proportion of ACFs or similar posts will be allocated to NIHR Incubators to ensure the development of further critical mass, and a limited number of pre-doctoral posts in priority areas will be considered for 'run-through' progression to PhD to further increase capacity.

Implementation Group

Infrastructure and Capacity Building Structures Implementation Group

Key milestones

Launch of round 2 of Doctoral Fellowship and Advanced Fellowship

April 2019

Further details

NIHR ACFs or equivalent pre-doctoral posts based in the NIHR Incubators described above will be encouraged to apply for NIHR Doctoral Fellowships. Applications will be submitted and reviewed through the normal NIHR Academy processes but applications will be considered as 'run-through' provided review confirms candidates are fundable. This process will be evaluated and developed further to help shape career development support in the longer term.

Development and Skills Enhancement Awards are being developed as part of the new NIHR Fellowships Programme (see Recommendation 16). It is proposed that a number of these awards are prioritised for inclusion in the newly established NIHR Incubators.

Recommendation 17

Extend the availability of bespoke training programmes to include all post-doctoral level NIHR Academy Members. NIHR Incubators will play a key role in delivery in their relevant areas.

Summary

Post-doctoral NIHR Academy Members represent an important cohort of researchers across the NIHR and we aim to harmonise access to bespoke training programmes for this group. ACFs already benefit from a Research Training Programme which can be tailored to meet the needs of individual Fellows and plans are also being developed to increase the scientific 'literacy' of CLs and equivalent NIHR Academy post-doctoral members. This may include bespoke training for example, how to maximise patient and public involvement in research.

Implementation of this recommendation will be incorporated within the implementation of Recommendation 5 and development of the NIHR Academy personal development and support portfolio. The group will work collaboratively with the Infrastructure and Capacity Building Structures Implementation Group to ensure alignment with activities being put in place for post-doctoral trainees in the NIHR Infrastructure and also utilise support and specific training opportunities being provided through the establishment of Incubators, such as in bioinformatics by the NIHR/HDR UK Incubator in Health Data Sciences.

Implementation Groups

Personal Development and Career Support Implementation Group
Infrastructure and Capacity Building Structures Implementation Group

Key milestones

Development of recommendations for proposed portfolio of support activities for NIHR Academy members	August 2018
Further development of portfolio	Ongoing