

RCM Team impact: briefing paper, July 2023

The Turing Roche Strategic Partnership

Project: Established in June 2021, the [Turing-Roche partnership](#) is a 5-year collaboration between The Alan Turing Institute and Roche aiming to generate insights to better understand patient and disease heterogeneity through advanced analytics. The partnership has three overarching research themes: 1) structured missingness in heterogeneous data; 2) predictive modelling; and 3) multi-modal data integration and analysis.

Community: Community management is key for the long-term success and sustainability of the partnership. Vicky Hellon's role as the Research Community Manager (RCM) is crucial to the partnership's goals. Interfacing between industry and academia, community-building objectives in this partnership are: 1) navigating and aligning ways of working for partners from two sectors, 2) fostering a long-term collaboration and knowledge exchange, 3) building an engaged Community of Practice, and 4) building a sense of shared ownership among all stakeholders. The community consists of a core partnership team, funded researchers, enrichment students and the wider scientific community engaged in the partnership's research and activities.

How is community management accelerating research and collaboration?

- **Respectful co-creation:** The RCM organised four collaborative workshops that brought together diverse attendees to explore the partnership's research themes and build proposals for two funding calls. A total of £800,000 was awarded to 3 projects from multidisciplinary teams. These workshops have been highly commended by partnership and community alike.
- **Collaborative research outcomes:** Facilitated by the RCM, the workshop in 2021 catalysed multiple collaborations and resulted in a crowdsourced article describing [structured missingness](#) (Nature Machine Intelligence, 2023) written by the partnership team and workshop participants.
- **Building skills for the future:** The RCM developed and launched the [Community Scholar Scheme](#) while closely liaising with senior leadership, project managers, partnerships team, legal team and data protection team for over a year. With a budget of £30,000 yearly, this scheme will support 10 PhD candidates each year, embedding them within this unique academic-industry partnership, engage with scientific activities and undertake selected community-based projects.
- **Convening capability:** The RCM established communications channels and engagement activities to share updates and provide spaces for the research community to convene. Particularly successful has been the [Knowledge Share Seminar series](#). Attended by 1,400 people from 16 countries, across 12 themed sessions, 35 Turing and Roche speakers have jointly presented their research.

How is the RCM embedding open practices in the Turing projects?

- **Open communications:** The RCM established 'all-hands meetings' for the core team, researchers from funded projects and PhD students to address any knowledge gap and bring synergy across the partnership. These meetings also foster a shared understanding of open science and reproducibility and increase community involvement in the partnership.
- **Transparent reporting:** A [GitHub repository](#) centralises community resources such as community updates, onboarding documents, stakeholder maps and communication plans for reuse under CC-BY 4.0 licence. The RCM also maintains the [partnership webpage](#) with updates.
- **Impact beyond the project:** An article on [Mind The Gap: Stories of Health Data Equity](#) (a Genomics England-supported project) and chapters on [Academic-Industry Collaborations](#) in *The Turing Way* share learnings from the partnership. The latter provides insights from the partnership around navigating sector-specific expectations, ways of working, community-building and applying best practices drawn from *The Turing Way*. Additionally, the RCM advocates for open community practices that the partnership's stakeholders have consistently valued. This has led to discussions on exploring opportunities for similar roles in their respective groups.

"Vicky Hellon has integrated creativity, vision, and ambition into the partnership to elevate it from a research collaboration to a vibrant and engaged community of scientists and leaders across industry and academia. Community management has significantly enhanced the accessibility of our research and impact to a wider audience, attracting more minds to solve important challenges in personalised medicine to ultimately improve patient care."

Sarah McGough, Roche Principal Data Scientist, Roche's co-lead for the Turing-Roche Partnership