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| Agenda item: | 7 |
| Attachment: | A |

# HRA Board Cover sheet

# 16 September 2020

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| Title of paper: | Board effectiveness review 2020 action plan |
| Submitted by: | Steve Tebbutt |
| Summary of paper: | To summarise the findings from the Board effectiveness review 2020 and agree future actions. To note a number of the recommendations from the review are already captured within programmes and business plan for 2020/21. |
| Reason for submission: | For approval |
| Further information: | See paper |
| Budget / cost implication: | N/A |
| Dissemination: | Published with Board papers |
| Time required: | 15 mins |

# Board effectiveness review 2020 action plan

## Introduction

An external review of the effectiveness of the Health Research Authority (HRA) Board was conducted in February and March 2020, and subsequently discussed at the HRA Board seminar in July 2020. This paper provides a summary of the main findings from the review and next steps for agreement by the Board.

## Summary of review and recommendations

The review found the Board has a significant range and good balance of skills and experience amongst both the executive directors and the Non-Executive Directors (NEDs). The NEDs provide a good mix of challenge, and support, to the executive team and are well respected by them. Good working practices and administrative process are in place to support the Board.

Following discussion between the Chair, Chief Executive and Head of Corporate Governance & Risk, the following four areas were highlighted for further discussion by the Board. The Leadership Team noted some programmes and workstreams are already underway which will support the delivery of the recommendations.

## Culture

A review of the organisations culture is recommended, to agree the desired culture across the HRA including volunteers and what we provide to our customer i.e. ‘with users, for users’.

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| **Action / recommendation** | **Workstream / programme** | **Timeframe** |
| Board discussion to be held to consider further what culture across the HRA is desired. To include consideration and timing of new Chief Executive | Board seminar – to link with Supporting our people programme | November 2020 / January 2021 |
| A representative of the Staff forum to be formally invited to future Board meetings. | Board | Complete |
| NED lead for Equality, Diversity and Inclusion group to be identified | Board | September 2020 |
| Potential for Human Tissues Authority / Human Fertilisation & Embryology Authority (HFEA) / HRA sharing of Board / NED resource / observation / development opportunities | Board | In progress |
| Invite individual teams / leads to Board meetings to provide feedback at each meeting instead of written Directorate update | Board | November 2020 - Schedule to be confirmed |

## Relationship with volunteers

To integrate the Confidentiality Advisory Group (CAG) and Research Ethics Committee (RECs) more fully with the HRA and strengthen these relationships.

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| **Action / recommendation** | **Workstream / programme** | **Timeframe** |
| To be considered as part of Board seminar culture discussion detailed above | Board seminar | November 2020 / January 2021 |
| NEDs to attend and observe a virtual REC meeting | Board | December 2020 |
| Consideration of virtual REC Chairs’ event | Valuing our volunteers | December 2020 |
| ‘Discovery’ meeting between a subset of HRA Board members and CAG members to explore ways of working in the interim whilst a bespoke technological solution is identified | To be incorporated into supporting data driven technology | December 2020 |
| Addition of CAG related metrics to performance report | Business planning | Complete |
| CAG Chair to be invited to Board meeting | Board | Complete |

## Stakeholder engagement

To review and understand plan for engaging with stakeholders.

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| Action / recommendation | Workstream / programme | Timeframe |
| Engagement update provided as part of September Board seminar. Further actions and next steps to be discussed. | Board Seminar / Engagement strategy | September 2020 |
| Discovery work with researchers (both first time and experienced researchers) to support applicants to more easily access HRA services e.g. whether or not studies fall under the category of research / making guidance more accessible. | Engagement strategy / IRAS website | TBC |

## COVID-19 future ways of working

To ensure the positive ways of working associated with our response to COVID-19, both for the HRA and external stakeholders, is integrated into how we operate in the future.

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| Action / recommendation | Workstream / programme | Timeframe |
| Board to have regular oversight of Research review programme established to take forward this work | Research review programme | Ongoing |