

HEALTH RESEARCH AUTHORITY BOARD MEETING

PART 1 – PUBLIC SESSION

**Draft Minutes of the Health Research Authority (HRA) Board meeting, held on
23 January 2019 at the London HRA Centre, Skipton House, 80 London Road,
London, SE1 6LH**

Present	Initials	
<i>HRA Non-Executive and Executive Directors</i>		
Teresa Allen	Chief Executive	TA
Graham Clarke	Non-Executive Director	GC
Ian Cook	Director of Transformation and Corporate Services	IC
Professor Andrew George	Non-Executive Director	AG
Dr Nicole Mather	Non-Executive Director	NM
Professor Sir Jonathan Montgomery	Chair	JMo
Karen Williams	Director of Finance, Procurement and Estates	KW
<i>HRA Directors who attend the Board</i>		
Dr Janet Messer	Director of Approvals Service	JMe
Juliet Tizzard	Director of Policy	JT
In attendance	Initials	
Bill Davidson	Joint Head of Policy	BD
Stephen Tebbutt	Head of Corporate Governance & Risk	ST

Item	Item details	Action
1.	<p>Welcome and introductions</p> <p>JMo welcomed AG and NM to their first HRA Board meeting as new Non-Executive Directors (NEDs). JMo confirmed HRA staff had been informed of the new appointments via HRA News with a public announcement to be made tomorrow on the HRA website. JMo advised the third new NED would be announced shortly.</p>	
2.	<p>Apologies</p> <p>None to note</p>	
3.	<p>Conflicts of interest</p> <p>None to note. The Board noted the new NEDs would need to complete a declaration of interest form in due course. Any declarations would be published</p>	

	on the HRA website.	
4.	<p>Minutes of last meeting</p> <p>The Board agreed the minutes of the last meeting were a true and accurate representation of the matters discussed without amendment.</p>	
5.	<p>Matters arising</p> <p><u>Terms of reference of Transparency Forum and Collaboration and Development</u> The Board noted these would be considered at the following meeting.</p>	
6.	<p>Update from Chair</p> <p><u>Appointment of new NEDs</u> JMo welcomed the appointment of the new NEDs and thanked CH and her colleagues at DHSC for their part in the appointment process.</p> <p><u>Chair Elect Oxford University Hospitals NHS Foundation Trust</u> The Board offered its congratulations to JMo for his upcoming appointment as Chair of the Oxford University Hospitals NHS Foundation Trust. JMo advised he would start in this position from 01 April 2019 but would continue as HRA Chair in the interim whilst a replacement Chair is recruited for the HRA. The Board noted the recruitment campaign will begin in the near future and any interested individuals should contact JMo, TA or Dr Louise Wood, Director of Science, Research and Evidence, Department of Health and Social Care.</p> <p><u>New Year's Honours</u> The Board offered its congratulations to JMo on his recent Knighthood for services to Bioethics and Healthcare Law.</p> <p><u>Parliamentary Under Secretary of State for Health</u> The Board noted the appointment of the Baroness Blackwood of North Oxford as Lord O'Shaughnessy's replacement.</p> <p><u>Health Group Internal Audit Service (HGIAS) Strategic financial planning audit</u> JMo advised he had held conversations with the HGIAS auditors regarding the strategic financial planning audit with the report to be considered at the next HRA Audit & Risk Committee meeting.</p> <p><u>HRA Research Ethics Committee Chairs' Day</u> The Board noted the event had been held on 05 December 2018 with considerable support for the proposed direction of travel.</p> <p><u>Patient data and data-driven technologies in healthcare</u> JMo highlighted the report from the Academy of Medical Sciences which had been released at the end of 2018.</p> <p><u>Social Contract for use of Genomics Data</u> JMo advised he had attended a summit held by Genomics England to support the consideration of what the public think about the future of genomic</p>	

	<p>medicine in the NHS.</p> <p><u>National Data Guardian Conference</u></p> <p>The Board noted JMo is due to speak at the event on 11 March 2019.</p>	
<p>7.</p>	<p>Update from Chief Executive</p> <p>The following update from TA was tabled at the meeting:</p> <ol style="list-style-type: none"> 1. There has been significant activity over the last few weeks including fine-tuning the business case for the next phase of the New IRAS platform development. This has involved activity by all of the executive team to check correspondence with DHSC and members of the DH Finance team as well as dialogue with MHRA and other parties to ensure alignment around messaging. It is our current understanding that the DH finance team are now considering this as one of a number of bids against the Brexit funds for progression. The next stage will be to ensure that the briefings are available for Ministerial consideration and further engagement with the government procurement team. 2. Business Planning is now fully underway for 2019. The work plan for 2019 has been pulled together this year by the Senior Leadership Team to ensure that the priorities are aligned to our strategic aims and our reduced grant in aid funding. Our reduced reserves position will now severely limit our capacity to take on additional work now and this has been reflected in our risk register. Our primary aim is to maintain momentum on change initiatives which will realise tangible benefits. While this has been painful, staff and managers have been constructive and creative. 3. We have now stood up a weekly Brexit group to reflect on the anticipated increase in briefing requests to align to the DHSC business continuity work. For the HRA the primary area of activity remains the preparatory work for the forthcoming changes to the Clinical Trials Regulations through our Combined Ways of Working pilot with MHRA. We have assessed other Brexit impacts and this allows us to keep a watching brief. Our work to date is relevant for both a deal and a no deal outcome and our mitigation is to ensure that whatever the outcome that our approvals process is being developed so that the UK remains competitive and we continue to work towards the ambitions outlined in the Life Sciences Strategy for the placement of Clinical Trials. 4. Restructuring activity across the HRA to deliver a fully integrated team in the Approvals Directorate affecting over 140 members of staff has continued at pace and all staff have been informed which roles they have been allocated to in the new structure. This has been a considerable piece of work as part of our service improvement programme and has invested significant investment from both staff and Managers alike. The ultimate objective is a single team all working towards a common goal of a more efficient service to research applicants. 	

5. Restructuring activity within the Policy team is also progressing with close alignment to the approvals re-structure to ensure that staff can consider options across the HRA.
6. We have also now started a pre-consultation stage of discussions with staff in the Research Systems team. It is critical that we provide staff with some clarity around their roles as soon as is practically possible but the success of the business case is critical in determining exactly what posts we need and what we can afford as we transition away from the support provided by the Pega team to a new more sustainable way of working. A small transitional team will be needed over the coming weeks as we start the handover process.
7. During December we held our National Chairs day with a focus on Data and Artificial Intelligence in addition to workshop discussions around Mental Health Research, Social Media and What adds value at Research Ethics Committees. The feedback obtained from these sessions together with feedback provided during the Director visits to the Ethics Committees during the last 12 months will be used to inform the new ways of working by the integrated approvals structure to reduce the burden of work on our volunteers and create discussion points for things we could be doing differently to speed up administrative processes.
8. The planning work is also underway for our staff survey which we plan to issue during February and will share with the board as soon as the results are available.

Key Stakeholder Meetings

IQVIA - To discuss the actions that HRA needs to take to support the concept of High Throughput Clinical Trials centres.

To discuss impact of the new costing models being applied and areas which might need to be adapted.

Kerry Chant, CMO NSW, Australia - To share insights and areas of potential best practise into the regulatory models being applied to research in the UK and across New South Wales.

Sir Norman Lamb - To outline the HRA response to the Select Committee enquiry into research integrity.

1 Allan Marriott Smith CEO HTA and Peter Thompson CEO HFEA

2 Matt Cooper NIHR

3 Aisling Burnard AMRC

- Regular catch up meetings to share interests and keep each other informed about wider regulatory sector.

Philippa Williams NHS Leadership Academy - Personal coaching session.

James Mucklow and Paul Heaviside, PA consulting - PA consulting has been updating the work that it conducted in 2017 reviewing HRA Research Systems –

	<p>this was one of a series of interviews to inform their update review.</p> <p>TA confirmed the report, once finalised, would be shared with the Board.</p> <p>REC meetings, Greater Manchester Central (North West) & Harrow - To observe REC meeting and collect feedback from members that HRA should consider to make it easier for members</p> <p>ALB CEO meeting with Secretary of State for Health - To discuss ALB Brexit readiness</p> <p>Joint National Committee - Quarterly meeting with Unison and Management in Practise to discuss policies and changes impacting on staff</p> <p>CEO Development days at NHS Leadership Academy - Quarterly development session for NHS & Care system CEOs</p>	
<p>8.</p>	<p>HRA Directorate update</p> <p>The following update from the HRA Directors was tabled at the meeting:</p> <p><u>Approvals Directorate</u></p> <p>Approvals Service</p> <p>The new post of Deputy Director of Approvals Service has been appointed to. Jonathan Fennelly-Barnwell, previously Head of Collaboration & Development, started on 1 January. He will deputise for the Director across all areas of the directorate.</p> <p>HRA Approval</p> <p>We have completed the allocation process for all staff in the new Approvals Operations and Approvals Support divisions within the directorate. All staff were informed on 21 January as planned. As planned we were able to meet a small number of requests for voluntary redundancy as part of the process. We did not have to make any compulsory redundancies.</p> <p>I am particularly grateful to Chris Cannaby, Head of the new Approvals Operations division and Ann Tunley, Head of the new Approvals Support Division, who have travelled the country interviewing over 100 staff, with support from our HR team and other managers. Steph Macpherson and Charlotte Allen marked all the assessments. We kept the team small to ensure fairness and consistency. This has been a significant task which has been admirably coordinated by Jonathan Fennelly-Barnwell supported by Traci Pollitt.</p> <p>We plan to implement the new structure from the beginning of April, and have a programme in place to manage the handover of tasks and the implementation of new work activities. Dedicated training days have been scheduled, to include team-building.</p>	

We have liaised closely with colleagues in Wales throughout this process as they have gone through a mirror process with their teams. This will allow the teams across England and Wales to follow the same work instructions and processes.

Performance has remained excellent throughout this process, due to the commitment of the teams and we continue to be grateful to them for engaging productively in the process.

Technical Assurance

The roll-out of radiation technical assurance continues with a steady flow of applications. Although we expected a time lag from launch in October to the arrival of applications for pharmacy technical assurance, the number of applications is disappointingly low. We are discussing the timing of these applications as we are concerned that applicants are worried that pharmacy assurance might delay approval, and do not appreciate the benefit in terms of reduction of delay at site set-up.

Confidentiality Advice Team

We continue to engage closely with NHS Digital, Public Health England, Clinical Practice Research Datalink, and Medical Research Council to streamline and align our processes.

Natasha Dunkley maintains close links with the National Data Guardian's office. A new Act *Health and Social Care (National Data Guardian) Act 2018* to place the National Data Guardian on a statutory footing was published 20 December 2018. However, it is not yet in effect until new regulations are laid via statutory instrument.

Programme activities

The HRA and MHRA have been piloting a more streamlined process for the submission and review of applications to run clinical trials in the UK. The process aligns with the requirements of the future EU Clinical Trial Regulation and therefore will help to prepare the UK for a future regulatory landscape. The pilot is progressing well, and we are receiving positive survey responses from applicants to help us refine the process, and we continue to develop templates and guidance to support applicants.

Work is now well underway to build the application, interfaces and workflow to support this new process. We have built the application on a new IRAS platform, which is based on the future EU Clinical Trial Information System, and are working on electronic interfaces to the HRA's and MHRA's case management systems. A plan for careful testing and roll out is being developed with MHRA.

GDPR continues to take up a lot of resource across the team in updating resources and advising the research community. We continue to receive positive feedback on our approach and support to the community. Staff have been asked to present on GDPR at meetings in Brussels and San Francisco.

Work with UK colleagues, led by Mary Cubitt, to further coordinate and streamline arrangements across the four nations continues productively. We have agreed collectively that in the summer we will implement a single template for a Local Information Pack for use between sponsor and site. This builds on the templates tested in HRA/HCRW Approval in England and Wales, and will replace the Site-Specific Information (SSI) Forms in use in Scotland and Northern Ireland. This will provide an interim stage towards integration into new IRAS in due course.

We continue to support the programme led by NHS England and the NIHR Clinical Research Network relating to Excess Treatment Costs and commercial contract research.

Learning and Development

We had a very productive annual National Chairs' Day in December, which included workshops exploring the value of REC review, considering social media in research and discussing mental health research.

The new Learning Management System was launched in December and is accessed from the HRA website. This follows considerable work from the training team led by Jane Thompson, ensuring that this brand new product provides an intuitive system for staff, volunteer members and the research community. It is suitable for use with mobiles, tablets and computers. We will now be able to grow the range of different types of resources and learning materials available. Our collaboration with others means that we will balance providing materials that others can use or signpost to, with drawing on resources developed by others.

The guidance team and learning team are working with the Human Tissue Authority (HTA) to expand our human tissue e-learning module to include more information about establishing and overseeing research tissue banks.

Guidance and Advice

The customer support workstream of the Service Improvement Programme continues to be developed. This includes consideration of the value of implementing Customer Relationship Management software.

Initial meetings have been held with the devices team from the Medicines and Healthcare products Regulatory Agency (MHRA) to support dissemination of guidance to the research community in relation to changes in regulation of medical devices.

With the radiation professional community we have issued updated guidance on the definition of research exposures to radiation, to address an area of long-standing confusion.

The guidance team are working with the communications team to ensure that we take a planned approach to making our website compatible with new regulations applying to public sector websites. The new requirements mean

that we need to move away from downloadable files for material that is for online use. This provides an opportunity to review our extensive library of guidance and plan for updates, reformatting for web presentation or removal. We have identified a number of files that the HRA has developed as templates for the research community to use, for example standard emails for research sites to use with sponsors, and model contracts for use between sponsors and sites. These would be impossible for third parties to use if provided in web format. We have reviewed these and confirmed that as these are not intended for online use, they are outside the scope of these new regulations. In future it may be possible to support direct communication between sponsors and sites on some of these matters through further development of new IRAS, funding permitting.

Sue Bourne, Head of Guidance & Advice is also Chair of the IRAS Partners. This group has been developing communications plans for new IRAS, and taking forward user acceptance testing and feedback as functionality is developed.

Collaboration & Development

Following consultation with staff, we have confirmed that the Collaboration & Development team will be disbanded. Many of the engagement and development activities will be taken forward by the Policy Team and its new staff.

We are grateful to the team: Jonathan Fennelly-Barnwell, Will Navaie and Nicola Gilzeane, for all their work in this team. It has played a crucial part in the development of HRA Approval and related projects, has driven much of the early engagement undertaken by HRA when it was first established, provided crucial hand-holding support to researchers undertaking novel and complex projects, and has enhanced the reputation of the HRA through key collaborations, such as with Genomics England.

We are delighted that both Will and Nicola are appointed to new roles in the policy team, and Jonathan has been appointed to the new role of Deputy Director Approvals Service.

Janet Messer external meetings/visits

- Presentation to NHS-HE Forum on GDPR
- Four nations' policy meeting
- NHS Digital Research Advisory Group streamlining working group
- MHRA/RES project group and MHRA clinical trials programme board
- Annual National Research Ethics Committee Chairs' Day
- Meeting with Kerry Chant, Chief Health Officer, New South Wales

Policy Directorate

Data-driven healthcare technologies

Our focus in this area of work is on building awareness of the appropriate approvals for the development of data-driven healthcare technologies and ensuring regulators are aligned. We are running a small workshop with Understanding Patient Data at the end of the January to discuss with fellow

regulators how best to advise developers and researchers at the early stage of development both about what approvals they will need for a data-driven device and how to access and use patient data lawfully. At the same time, we are leading on developing revised guidance and new website materials, which will be ready for the publication of the revised DHSC Code of conduct on data-driven healthcare technology.

Research transparency

Following the publication of the House of Commons Science and Technology Committee report on clinical trials transparency in October, we had a productive meeting with the chair of the committee, Rt Hon Norman Lamb MP in December. We [published the results](#) of our survey of awareness and understanding of transparency amongst researchers, sponsors and others. The findings have given us useful insights into how to pitch information, what terminology to use what obstacles we need to address.

Policy and engagement team

In the autumn, we ran a consultation with staff in the Policy and Collaboration & Development teams on a proposed new staff structure within the Policy directorate. Following useful feedback from staff, we have announced a new structure and are current recruiting to posts in what will be a new Policy and Engagement team from 1 April. With an integrated team of both policy and external engagement staff and increased capacity at band 7, we will be able to enhance our strategic engagement, raise the profile of our policy work and make better use of the data we hold.

Corporate Services

Public Involvement

Public Involvement in Ethical Review (PIER) programme: work is now focussed mainly on the work to define expectations for public involvement for applicants for Approval. An initial draft is being developed through the Programme Board and then a task and finish group of REC Chairs / Vice Chairs and public contributors for completion by the end of March. Public involvement was a key them in the workshop on the key elements of ethical review at the national REC Chairs' Day in December. A Four Nations Public Involvement group has been set up and is contributing to the work on expectations. And a case study has been published on the HRA website with the first of a series of blog posts to reflect on using the guidance

The Ethics of Public Involvement in Research Design (EPIRD) project, co-funded by NIHR-INVOLVE, is making good progress towards the production of a "prototype" simple and widely accessible guidance document by the end of March. Further work will be done from April with INVOLVE to develop that into a web-based "guide" and to write papers for publication on the project

- The Test Beds for the public involvement in ethical review guidance will soon reach the end of the test period and have been approached to set up telephone interviews for feedback on the guidance and its

application. Initial results from an analysis of HARP / IRAS data on the impact of the guidance are expected to be available in February / March along with those from the Test Beds

- An application for the HRA to join the international collaboration Patient Focused Medicines Development has been submitted and is expected to be confirmed by the end of March
- Guidance on roles and responsibilities for public co-applicants in research has been produced in collaboration with INVOLVE and the NHS R&D Forum and will be published at the end of January

Programme Office

The 2018/2019 portfolio dashboard is being updated each month and is being used to report the status of programmes and projects at to the Transformation Board and Leadership Team Meeting.

Benefits are being reported and reviewed each month at the Leadership Team meeting. Additional benefits and baselines have been established e.g. Transparency. A Balanced Scorecard template has been developed that brings together system wide and HRA programmes and benefits. This uses the system wide involvement map that helps to identify blockages to feed into the business planning process.

Sessions on Benefits Realisation, Planning and Why Project Fail have been planned and will be delivered by the Project Delivery Capability Manager from DHSC and a webinar on Project Management at HRA has been created and is in the process of being published.

Attended and contributed to the NHS Project Delivery Capability Framework Workshop (led by HEE) that is developing a standard set of project delivery job descriptions and career pathways in the NHS.

Communications

The comms team has produced a new section on the HRA website which collates and distils the sections of guidance issued by DHSC, ICO and others on actions health professionals should take to prepare for a no deal Brexit and which are most relevant for researchers, sponsors and funders.

Recent high-performing news stories on the HRA website and social media included a blog from Teresa Allen on the NHS Long Term Plan, a piece from Janet Messer on our role in the 100,000 Genomes project and particularly a blog from Jonathan on the AMS' principles for data driven research which was roundly praised by that organisation.

The team is in the process of developing a new internal communications strategy to increase staff engagement across the HRA and complement the recent focus on wellbeing. This work is informed by a new cross-organisational group of 'comms champions'. Alongside this programme, the team is reprocurring the hosting and maintenance of the HRA intranet.

The team is currently recruiting a new Communications Manager to replace

Dave Murphy who leaves on 25 January, and received a strong field of applicants

Research Systems

Organisational Change 'pre-consultation' commenced on Monday 14 January and will complete on 28 January. The whole process is aimed to be complete by 31 March.

The Deputy Director RS has been liaising further with BGO Software on the negotiation of the +1 to the contract 2019/20. This is expected to be concluded during February and will realise savings on original costs to be confirmed next month.

The team continues to maintain IRAS and HARP on the bespoke platform with 100% availability. Work is continuing in partnership with Pegasystems a more detailed report on progress is presented as Part 2 item to this meeting.

Staff survey

IC confirmed the staff survey would commence on 04 February 2019 with results due by end of March 2019.

IT Service

The new IT Service Manager, Tim Shaw, joined HRA on 7 January and replaces Mark Hill whose fixed term contract ends in January. The IT Team have written an item for 'You said, we did' which will be circulated by Comms before the next staff survey starts.

Work on the Future Services Programme is continuing.

Finance Directorate including Corporate Secretariat

Financial Planning

High-level financial plans have been developed for 2019/20 to inform the strategic planning process.

Key financial drivers for 2019/20 include:

- Grant in aid funding is based on the current spending review allocations (£100k reduction, 4% in real terms),
- Cost pressures from new Agenda for Change terms and conditions (2018 contract) will be met by DHSC (excluding 1% pay uplifts)
- Cost pressures arising from proposed changes to NHS pension scheme regulations partially funded (6.3% increase in employers contributions, 2.5% unfunded; 3.8% funded)
- Research systems second phase development is dependent on securing funding from EU Exit allocation. Decision on this allocation is anticipated by the end of January.
- Organisational change processes have secured savings of £330k in addition to £400k efficiencies achieved in previous years.

Year-end preparations

Following agreement of 2018/19 audit plan at November's Audit and Risk (ARC) on 7th November 2018 we are now preparing for the interim audit, taking place the week commencing, 28th January.

Our accounting treatment, capital / revenue allocation, of our existing research systems expenditure and research systems development programme has been reviewed and proposed changes shared with DHSC as part of our period 9 report. This reflects the decision to replace IRAS and the move to Cloud based, low code software. These proposals will be discussed in more detail at the ARC in February.

Procurement

We are supporting research systems team in the negotiation of 'plus 1' contract terms with BGO. Discussions are relatively well progressed although there are still some key elements that need to be resolved before terms can be agreed. The draft contract change note (CCN) has been produced and is being discussed with the supplier. This CCN needs to be signed by the end of February.

Proposed governance for signing the CCN is through delegated chairs action with review by ARC prior to signing to ensure we meet our delegated authorities and also the tight timelines involved.

Electronic expenses

A project to roll out electronic expenses has been initiated. The software being utilised is part of the ESR (employee staff record) functionality and is provided free of charge to ESR users. The aim is to roll out the functionality from April for all staff with the expectation that this functionality be rolled out to Committee members in 2019/20.

Estates

A revised head lease for our Manchester office is being finalised, extending our term to June 2022 (from June 2020) and providing for the ability to sub-let to government organisations. At the same time we are close to agreeing the sub-lease with HS2 to share one of our Manchester office meeting rooms and generate approximately £20k/annum in additional revenue.

Corporate Administration review

A project has been started to review our approach to supporting administration and corporate meetings at the HRA. It is anticipated that this review will be completed by March 2019.

Information governance

The annual review of our information asset register has commenced and is due to be complete by March 2019. In addition, we have submitted an interim report on our completion of the Data Security and Protection Toolkit, with the aim to complete all mandatory questions by 31 March 2019.

	<p>We have now launched our new information governance training, hosted on our learning management system to ensure we meet GDPR requirements. This training is based on an existing NHS BSA module adapted to take into account HRA's specific policies and requirements. All staff are expected to complete this training module by the end of February.</p> <p>RECs audited by Quality Assurance Team Accredited under 2016 scheme</p> <ul style="list-style-type: none"> - North West – GM East - Full (after completion of action plan) <p>Accredited under 2018 accreditation scheme:</p> <ul style="list-style-type: none"> - Yorkshire & the Humber – South Yorkshire - Social Care REC - Yorkshire & the Humber – Bradford Leeds - North of Scotland 2 	
<p>9.</p>	<p>Research Transparency Strategy Development</p> <p>JT presented the paper which outlined the proposed approach for the development of a research transparency strategy for delivery by December 2019. JT highlighted a draft strategy is intended to be shared with the House of Commons Science & Technology Select Committee in the summer 2019.</p> <p>JT highlighted the intention to form a small expert reference group to support the development of the strategy. JT advised the Board may wish to consider whether a NED could chair this expert reference group and asked the Board for any suggestions of other potential representatives on the group. JT advised the group would meet three to four times over the year and have approximately six to eight members.</p> <p>The Board noted the HRA's relationship with other organisations would be key to the successful development and delivery of any transparency strategy. The Board recognised the need to create alignment across the system and understand any obstacles preventing registration or publication. The Board noted the obstacles may vary depending on the sector involved and agreed a number of different scenarios would be beneficial. The Board recommended the HRA speak to other related parties including Research Fish.</p> <p>The Board was supportive of the direction of travel and looked forward to receiving further updates in due course.</p> <p>Action: Board to consider possible expert reference group representatives and forward to JT</p> <p>Action: JMo to consider NED portfolios and identify NED to chair the expert reference group</p>	<p>ALL</p> <p>JMo</p>
<p>10.</p>	<p>Transformation Programme update</p> <p>IC gave a short presentation providing background information to the Transformation Programme.</p>	

	<p>The Board noted much of the Service Improvement Programme had been completed with the programme to be closed and activity transferred into business as usual by the end of March 2019.</p> <p>The Board noted the Research Systems Programme had a RAG status of red with a conversation to take place in the Board Part 2 – confidential session due to the commercial sensitives involved.</p> <p>The Board noted another workstream with a red RAG status related to HRA Approval – Amendments (e-submission). The Board noted the HRA did not have sufficient expert people resource available to take this work forward at present due to other competing demands. The Board noted this workstream had complicated dynamics across the UK which require further consideration alongside the necessary technological developments. The Board noted this will be a priority piece of work for the next financial year.</p>	
11.	<p>Strategic Risk & Opportunity Register</p> <p>The Board noted a number of seminars were held in 2017/18 to consider its risks in relation to the HRA’s strategic ambition. The Board noted this is the first iteration of the strategic risk register to be received in public meeting.</p> <p>The Board noted the majority of risks were currently above the tolerance threshold and queried whether more mitigating actions were required or whether the tolerance threshold was set at an appropriate level.</p> <p>The Board agreed it would be beneficial to undertake a deep dive of the risk register at the next Audit & Risk Committee to ensure the new NEDs are fully apprised of the risk and controls in place or actions planned for the future to help mitigate the risk. The Board agreed a consideration of its tolerance for each risk would also be beneficial.</p> <p>Action: ST to add strategic risk register deep dive to next Audit & Risk Committee agenda</p>	ST
12.	<p>Finance Report (November 2018)</p> <p>The Board reviewed and approved the finance report for November 2018. The Board noted a balanced financial position was predicted by the end of the financial year based on the current forecast.</p>	
13.	<p>Skipton House – Civil Estate Occupancy Agreement</p> <p>The Board noted the proposed extension to the Skipton House lease until December 2021. The Board discussed the possible alternative options however agreed Skipton House was the most suitable option at present. The Board noted the lease included a licence payment of £233,250 per annum. Other costs such as facilities management and utilities recharge would bring the total cost of the agreement to £475,000. The Board approved the extension to the lease and gave delegated authority for JMo to sign the memorandum of terms of occupation (MOTO).</p> <p>KW advised a meeting room in Manchester is proposed to be sub-leased to a</p>	

	<p>third party, with a subsequent extension to the Manchester office contract by a further two years. KW flagged, whilst this did not require formal Board approval due to the sums involved, it would be appropriate for the Board to delegate authority to JMo to approve the extension. The Board gave delegated authority for JMo to approve the extension, subject to JMo discussing the details with GC as HRA Audit & Risk Committee Chair.</p>	
14.	<p>Corporate Calendar – Board & Audit & Risk Committee cycle</p> <p>The Board noted the Corporate Calendar for information.</p>	
15.	<p>Out of session business conducted / External areas of interest since previous meeting</p> <p>None to note</p>	
16.	<p>Any other business</p> <p>None to note</p>	
17.	<p>Questions from the public</p> <p>None to note</p>	
18.	<p>Date of next meeting</p> <p>20 March 2019, Nottingham HRA Centre</p> <p>AG gave his apologies for the above meeting.</p>	