

Management in Confidence

## HRA Board meeting minutes (Part 1 – Public Session)

<b>Date:</b>	24 March 2021	
<b>Time:</b>	1.00pm – 3.00pm	
<b>Present:</b>	Ian Cook (IC)	Director of Transformation & Corporate Services
	Richard Cooper (RC)	Non-Executive Director
	Graham Clarke (GC)	Non-Executive Director
	Professor Andrew George (AG)	Non-Executive Director
	Dr Nicole Mather (NM)	Non-Executive Director
	Dr Janet Messer (JM)	Director of Approvals Service (until 12.00)
	Juliet Tizzard (JT)	Director of Policy & Partnerships
	Professor Sir Terence Stephenson (TS)	Chair
	Kurt Weideling (KWe)	Chief Digital Transformation Officer
	Professor Matt Westmore	Incoming HRA Chief Executive
	Karen Williams (KWi)	Deputy Chief Executive & Director of Finance
<b>Staff Forum Representative</b>	Pam Micallef (PM)	HRA
<b>In attendance:</b>	Jonathan Fennelly-Barnwell (JFB)	Deputy Director Approvals Service
	Penelope Gregory (PG)	PA to Deputy Chief Executive
	Katherine Guerin (KG)	Deputy Director Corporate Services
	Helen Nolan (HN)	Wessex Institute
<b>Observers:</b>	Ann Abel	HRA
	Alison Barbuti	HRA
	Rachel Hu	HRA
	Sarah Hamerton	HRA
	Eve Hart	HRA
	Christine Holmes (CH)	Department Health and Social Care
	Dr Vivienne Monk	Barts Health NHS Trust
	Clare Neill	Midlands Partnership NHS Foundation Trust
	Lou Silver	HRA (from May 2021)
	Naho Yamazaki	HRA
<b>Apologies:</b>	Sylvia Hazard	Deputy Director of Finance
<b>Venue:</b>	MS Teams	

No.	Record of discussion	Action owner
1	<b>Welcome, introduction and apologies</b>  TS welcomed all to the Part 1, public session of the HRA Board meeting.	

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2	<p><b>Conflicts of interest</b></p> <p>MW confirmed he had contributed to item 9 on the agenda ‘Proportionate review of research for educational purposes’ originally presented to the HRA Board in September 2020 during his previous role at the Wessex Institute.</p>	
3	<p><b>Review of minutes from meeting held on 20 January 2021</b></p> <p>The Board reviewed and accepted the minutes of the previous meeting as a true and accurate record of events.</p>	
4	<p><b>Review of actions from previous meeting / matters arising</b></p> <p><u>Research, Resilience and Growth / Find, Recruit and Follow up service</u> Slide sets shared with Board members regarding cross systems work following the January meeting.</p> <p><u>Board development session to consider the different approaches to transformation and programme management to reach a shared understanding</u> A development session has been added to the Board forward planner in the next available slot which is November 2021. The Board agreed it would be preferable if the development session could take place earlier in the year. <b>Action: ST to investigate whether an earlier date may be possible.</b></p>	ST
5	<p><b>Update from Chair</b></p> <p>The Board noted today was Graham Clarke’s last HRA Board meeting. TS thanked GC for the significant contribution he has made to the HRA and research environment. The Board noted GC also chaired the HRA Audit and Risk Committee and will be greatly missed. CH conveyed thanks to GC on behalf of the Department of Health and Social Care (DHSC).</p> <p>TS was pleased to note the success of the HRA Fast Track Review pilot.</p> <p>TS highlighted the Policy paper, Saving and improving lives: the future of UK clinical research delivery which was published on 23 March 2021.</p> <p>TS reported an independent review has been launched into UK research bureaucracy to identify ways to free up researchers to pursue world class research. The review will make recommendations to remove unnecessary red tape in the UK research system and will be led by Professor Adam Tickell, Vice Chancellor, University of Sussex.</p> <p>TS provided feedback to the Board of a recent meeting which TS and MW attended with Professor Kieran Walsh and Health &amp; Care Research Wales.</p>	

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6	<p><b>Update from the Chief Executive</b></p> <p>The Board received and noted the update from MW which focussed on:</p> <ul style="list-style-type: none"> <li>- Introduction of the new Chief Executive</li> <li>- Operational delivery during a pandemic</li> <li>- Future ways of working</li> <li>- Pre-election communications.</li> </ul>	
7	<p><b>Performance Report – 2020/21</b></p> <p><u>Performance Report</u> The Board received and noted the Strategic performance report: April 2020 - January 2021, which was presented by KWi.</p> <p>REC membership vacancies – The Board noted recruitment of REC members had increased but agreed further work was required in order to attract more expert members. JT confirmed different methods of recruitment had been tried which had been successful in attracting lay and lay plus members but less so in relation to expert members. JM confirmed recruitment routes into other organisations are being investigated in order to address this issue. The Board acknowledged that lay member motives for volunteering may be different to those of expert members and discussed whether future consideration should be given to reimburse institutions who employ staff who also volunteer as expert REC members.</p> <p>Number of applications for HRA Approval – The Board observed a 9% reduction in applications compared to the same period in 2019/20, noting this was due to the decrease in research activity due to COVID-19 and also the current pause in accepting student research projects during this time.</p> <p><u>Finance Report</u> The Board received and noted the Finance report – for the 10 months ended 31 January 2021.</p>	
8	<p><b>Ethics Review Programme update</b></p> <p>The Board received and noted the update paper which provides an update on the Ethics Review Programme and outlines the next steps.</p> <p>The Board was pleased to note the progress within the programme so far, in particular the fast track pilot which will now continue past the 1<sup>st</sup> April. JT expressed thanks to JM, the Approvals team and to REC Members for their work and continued commitment to the fast track service.</p> <p>The Board enquired when more information will be provided in respect of timescales. JT confirmed further detail and timelines will be provided regarding the ethics review programme at the next Board meeting.</p>	
9	<p><b>Proportionate review of research for educational purposes</b></p>	

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	<p>The Board received and noted the report, Proportionate review of research for educational purposes.</p> <p>The Board welcomed Helen Nolan (Wessex Institute) to the meeting. HN presented the report which updates on progress relating to the number of submissions of student projects in addition to, stakeholder engagement activities undertaken since the embargo on research for educational purposes was extended.</p> <p>The Board discussed the report and noted the exceptions detailed at paragraph 3.3. JM confirmed there will be specific criteria about who can be the Chief Investigator and Academic Supervisor and also, who will deal with any student queries.</p> <p>After discussion, the Board confirmed approval to implement the previously agreed model in September 2021. MW confirmed the intention to release information regarding implementation today in order to provide the research community with as much notice as possible.</p>	
10	<p><b>Refreshed Estates Strategy</b></p> <p>The Board received and noted the paper, Refreshed Estates Strategy which updates the estates strategy and reports on achievements so far and considers any additional requirements which may be needed given the global pandemic.</p> <p>The Board discussed what ‘new ways of working’ in the future may mean and also enquired whether any consideration had been giving to closing one of the HRA sites. KW confirmed as part of the options appraisal process undertaken for each site, closure had been considered but was set aside for the time being due to potential implications in relation to service impact. RC offered his assistance to KG who is leading the ‘new ways of working’ programme.</p> <p>The Board noted the metrics table at paragraph 2.3 and agreed it would have been beneficial to see the current position rather than information from 2019.</p> <p>The Board confirmed approval for the HRA Refreshed Estates Strategy.</p>	
11	<p><b>HRA Digital Strategy</b></p> <p>The Board received and noted the paper HRA Digital Strategy which articulates a value statement, defines a set of critical success factors and sets out the priority initiatives and activities that will deliver the strategy and the future state for digital capabilities at the HRA.</p> <p>KWe introduced the HRA digital strategy and delivered an accompanying PowerPoint presentation to the Board.</p> <p>The Board discussed the proposed digital strategy and agreed it was an excellent paper. The Board suggested it would be helpful to see the digital strategy translated into a roadmap to provide an indication of timescales.</p> <p style="text-align: center;"><b>Action: Roadmap to be provided for HRA Digital Strategy.</b></p>	KWe

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	The Board confirmed approval for the HRA Digital Strategy.	
12	<p><b>Equality, Diversity &amp; Inclusion Strategy</b></p> <p>The Board received and noted the paper, Equality, Diversity and Inclusion Strategy which sets out the organisations approach to becoming a more inclusive organisation for staff.</p> <p>KG introduced the paper confirming this was a slightly amended version of the strategy which was shared in November 2020. The Board was pleased to learn the strategy had been developed in partnership with staff and also that Lou Silver has been recruited to join the organisation as Equality, Diversion and Inclusion Manager, commencing May 2021. The Board considered this to be excellent and positive work and requested progress updates be provided on a regular basis.</p> <p>The Board confirmed approval for the HRA Equality, Diversity and Inclusion Strategy.</p>	
13	<p><b>Risk appetite</b></p> <p>The Board received and noted the HRA Risk Appetite statement which incorporates comments and feedback from the January 2021 HRA Board Seminar and has been approved by the HRA Audit and Risk Committee at its February meeting.</p> <p>After discussion, the Board approved the HRA Risk Appetite statement. The Board acknowledged a key challenge moving forward will be how the organisation incorporates these principles into future decision making.</p>	
14	<p><b>Corporate Risk Register Q3 2020/21</b></p> <p>The Board received and noted the risk overview summary and detailed Corporate Risk Register for Quarter 3 2020/21, reviewed by the Audit and Risk Committee on 09 February 2021.</p>	
15	<p><b>Audit &amp; Risk Committee meeting summary</b></p> <p>The Board received and noted the summary from the HRA Audit &amp; Risk Committee meeting held on 09 February 2021.</p> <p>The Board noted RC will Chair the Audit and Risk Committee once GC's term of office ends on 31 March 2021.</p>	
16	<p><b>Feedback from Staff Forum</b></p> <p>The Board welcomed Staff Forum member, Pam Micallef to the meeting.</p> <p>The Board received and noted the paper COVID-19: Staff form feedback raised regarding special leave, which was introduced by IC.</p>	

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	<p>IC advised information regarding special leave had been reiterated at a recent All Staff Video Conference.</p> <p>PM reported that generally, most staff felt they had been fully supported by managers and would like to say thank you.</p> <p>PM advised staff were looking forward to receiving the results of the Staff Survey and also, that the Staff Forum is planning to enhance its profile, in particular to new starters.</p>	
17	<p><b>Out of session items</b></p> <p>The following items were circulated out of session for information:</p> <ul style="list-style-type: none"> <li>- UK COVID-19 public involvement matching service update</li> <li>- Briefing on the DHSC Recovery, Resilience &amp; Growth programme and the Find, Recruit &amp; Follow up service</li> <li>- Briefing on ethics review programme</li> </ul>	
18	<p><b>Any other business / agenda items for next meeting</b></p> <p>None to note.</p>	
19	<p><b>Questions from members of the public</b></p> <p>None to note.</p>	
20	<p><b>Date of next meeting:</b></p> <p>19 May 2021</p>	