

Management in Confidence

HRA Board meeting minutes (Part 1 – Public Session)

Date:	18 November 2020	
Time:	12.15pm – 2.15pm	
Present:	Teresa Allen (TA)	Chief Executive
	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
	Juliet Tizzard (JT)	Director of Policy
	Professor Sir Terence Stephenson (TS)	Chair
	Sylvia Hazard (SH)	Deputy Director of Finance
	Katherine Guerin (KG)	Deputy Director Corporate Services
	Jonathan Fennelly-Barnwell (JFB)	Deputy Director Approvals Service
	Mary Cubitt (MC)	Research Systems Programme Director
	Kurt Weideling (KWe)	Chief Digital Transformation Officer
	Karen Williams (KW)	Deputy Chief Executive & Director of Finance
In attendance:	Juliana Araújo (JA)	Staff Forum Representative
	Jim Elliott (JE) item 7 only	Public Involvement Lead
	Jonathan Fennelly-Barnwell (JFB)	Deputy Director Approvals Service
	Penelope Gregory (PG)	PA to Deputy Chief Executive
	Katherine Guerin (KG)	Deputy Director Corporate Services
	Eve Hart (EH)	Head of Communications
	Leni Sivey (LS)	Public Involvement Officer
	Stephen Tebbutt (ST)	Head of Corporate Governance & Risk
	Naho Yamazaki (NY)	Head of Policy & Engagement
	Will Navaie (WN)	Engagement Manager
Observers:	None	
Apologies:	None	
Venue:	Zoom	

No.	Record of discussion	Action owner
1	Welcome, introduction and apologies TS welcomed everyone to the meeting. No apologies were noted.	
2	Conflicts of interest	

Management in Confidence

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	There were no conflicts of interest.	
3	<p>Review of minutes from meeting held on 16 September 2020</p> <p>The Board reviewed and accepted the minutes of the previous meeting as a true and accurate record of events.</p>	
4	<p>Review of actions from previous meeting / matters arising</p> <p><u>BAME representation at HRA Board</u> A Board seminar on Equality, Diversity and Inclusion took place prior to this meeting and a new strategic level risk has been added to the register.</p> <p><u>Board Effectiveness Review.</u> ST confirmed formal thanks had been issued to Andrew Carey.</p> <p><u>Performance report</u> JM to provide information regarding CTIMPs reviewed outside 60 days under agenda item 8 of this meeting.</p> <p><u>Possible fraudulent activity relating to Control of Patient Information (COPI) notice.</u> KW expressed thanks to JFB, Natasha Dunkley and Paul Mills for their assistance investigating this matter. KW advised that 78 projects have been covered under the COPI notice and whilst it is unlikely there has been any fraudulent activity from a process perspective, it has been added to the risk register as a potential risk.</p>	
5	<p>Update from Chair</p> <p>TS confirmed the HRA Annual Report and Accounts have been published and expressed thanks to all for work undertaken.</p> <p>TS led a discussion regarding how the HRA may potentially be perceived by sponsors, stakeholders, customers and the wider research community.</p> <p>TS received a helpful and informative update regarding the Combined Ways of Working Pilot from JM, Catherine Blewitt and Alistair Nicolson on Friday 13 November.</p> <p>TS discussed the term 'transformation' and the importance of differentiating between programmes of work which are 'transformational' from important works which require completion. The Board agreed the Research Systems programme and New IRAS were 'transformational' whereas moving to Microsoft Office 365 whilst important, was not.</p> <p>TS confirmed that strong recruitment had been received to the Chief Executive Officer and Non-Executive Director vacancies, which may have been assisted by the increased HRA profile due to the pandemic.</p>	

Management in Confidence

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6	<p>Update from the Chief Executive</p> <p>The Board received and noted the update from TA.</p>	
7	<p>Report on the COVID 19 Public Involvement Matching Service</p> <p>The Board welcomed JE and LS to the meeting.</p> <p>The Board received and noted the report COVID-19 Public Involvement matching service; what we have learned for the HRA's support for public involvement in research.</p> <p>The Board agreed the work which had been undertaken was impressive and an example of the HRA being part of the solution. The Board requested examples of how proposals had been changed as a result of this particular work.</p> <p style="text-align: right;">Action: JE to provide examples.</p> <p>The Board agreed it was important to celebrate the public involvement work and also to include within the next HRA Annual Report in relation to protecting the public. EH confirmed information regarding the public involvement matching service will be included in future communications, together with the launch event in January.</p> <p>JT expressed thanks to JE and LS for their hard work and continued commitment to public involvement.</p>	JE
8	<p>Strategic Performance report – April to September 2020</p> <p>The Board received and noted the Strategic performance report: April-September 2020 and the Finance report - for the 6 months ended 30 September 2020.</p> <p><u>Performance Report</u></p> <p>The Board noted both staff capacity and the ethical review of standard CTIMPs are currently amber rated.</p> <p>Staff capacity – KW confirmed this area was improving and 15 new roles had been approved for recruitment during the previous two months.</p> <p>Ethical review of standard CTIMPs – KW advised there were a number of reasons why the target for CTIMPs to be ethically reviewed within 60 days had not been met, all of which require different actions to be undertaken. JM confirmed more detailed and up to date information regarding CTIMP performance had been circulated to Board members prior to this meeting.</p> <p>The Board discussed that in some areas of the research community, the review process may be perceived as being slow, with researchers considering responding to questions burdensome. The Board agreed applicants need certainty and consistency regarding timelines, however it was equally important</p>	

Management in Confidence

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	<p>the HRA did not get chastised for issues or delays due to other areas of the research sector.</p> <p><u>Finance Report</u> KW summarised the main points of the report.</p> <p>The Board noted whilst some of the savings accumulated due to COVID-19 have been reinvested, a net hand back to the Department of Health and Social Care is anticipated. KW confirmed an update will be provided at the January Board meeting.</p>	
9	<p>Transformation Programme Update Report</p> <p>The Board received and noted the report, Transformation programme – developing the way forward which provides a detailed summary of the context and rationale of the HRA's Transformation Programme and the developing work around prioritisation, dependencies and benefits.</p> <p>IC introduced the report, advising the HRA is in a strong position with good capability and infrastructure in place, to deliver the programme over the next two years.</p> <p>The Board discussed the transformation programme in detail and whether or not this had been sufficiently articulated to research users. TS reminded Board members of the Government's desire for research to be up and running swiftly and for less money.</p> <p>The Board considered the report to be both helpful and informative but agreed separating the transformation programmes from other project activity would be beneficial in future.</p> <p>The Board discussed how particular project management methods, for example AGILE, Waterfall etc, are decided upon for individual programmes of work, so as to ensure the most appropriate tools are being used. The Board also discussed the level of benefits realisation undertaken and how the HRA engages with customers in order to know what their requirements are. IC confirmed benefits work identified in the Research Systems Programme had been undertaken and had been set around the requirements of significant users and stakeholders.</p> <p><u>Research Review programme update.</u> The Board discussed the Research Review Programme and noted the detail provided in the update paper. JT provided an update to the Board and explained the differences between the Fast Track Pilot and the Research Ethics Review model.</p> <p>Action: JT to provide written summary of differences between Fast Track Pilot and Ethics Review model to TS.</p> <p>The Board agreed the importance of thinking in a 'transformational manner' in relation to the Fast Track Pilot as it may provide the opportunity to consider or try different ideas which could be included in the wider review.</p>	JT

Management in Confidence

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10	<p>Stakeholder engagement</p> <p>The Board received and noted the Engagement Strategy and Plan submitted for approval.</p> <p>NY introduced the engagement strategy and plan, providing a summary of the paper to include background, engagement strategy/draft plan, an update on user group establishment, plus the next steps to be undertaken once the engagement plan is approved.</p> <p>The Board thanked the team for a comprehensive and detailed piece of work and agreed it was both helpful and useful to see the strategy articulated in a document. The Board expressed some frustration however at the level of pace (noting Section 8, Annex B indicates implementation commences in April 2021) and questioned the delay. NY confirmed there were some capacity issues but would investigate whether some aspects of the engagement plan could be accelerated. The Board acknowledged there may be some issues preventing earlier engagement but emphasised the need for prioritisation and interacting and engaging with users, preferably from January 2021 onwards.</p> <p>The Board discussed the regular engagement with users and the wider research community which takes place on a daily basis. The Board agreed it was important to know what users actually think and enquired what tools are being used to ascertain this, for example engagement groups, mystery shopper, user satisfaction surveys etc.</p> <p><i>Action: Information to be provided regarding engagement tools used to gain insight into users' views and suggestions.</i></p> <p>The Board approved the Engagement Strategy and Plan, with the recommendation to bring forward the implementation date where possible.</p>	JT
11	<p>Workforce Disability Equality Standard</p> <p>The Board received and approved the Workforce Disability Equality Standard Submission – Annual Report and Qualitative Survey.</p>	
12	<p>UK Transition Preparedness update</p> <p>JT provided a verbal update to the Board regarding actions being undertaken by the HRA in relation to transition. JT confirmed regular engagement with the Department of Health and Social Care is taking place and at their request, assurance has been provided that the HRA is ready in relation to UK transition.</p>	
13	<p>Corporate risk register (Quarter 2 2020/21)</p> <p>The Board received and noted the risk overview summary and detailed Corporate Risk Register for Quarter 2 2020/21, reviewed by the Audit and Risk Committee on 03 November 2020.</p>	

Management in Confidence

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14	<p>Risk policy and procedure</p> <p>The Board received and approved the updated HRA risk policy and procedure, reviewed by the Audit and Risk Committee on 03 November 2020.</p> <p>The Board noted the Audit and Risk Committee discussed the development of the HRA's risk appetite statement and that a Board seminar will be held in January 2021 to consider the HRA's strategic risks and risk appetite.</p>	
15	<p>Summary of Audit & Risk Committee meeting</p> <p>The Board received and noted the summary from the HRA Audit & Risk Committee meeting held on 03 November 2020.</p> <p>The Board noted the Research Systems Full Business Case had been approved and signed off during the meeting and two deep dives into Cyber security and UK Transition Preparedness had taken place.</p>	
16	<p>Commercial Approvals</p> <p>The Board approved delegated approval be given to the HRA Chair to sign the contract with the preferred supplier A, in the event approval for the Research Systems Full Business Case is gained from the Department of Health and Social Care Investment Committee in December 2020, and contracts need to be signed prior to the January Board meeting.</p>	
17	<p>Out of session items</p> <p>The Board noted the publication of the HRA Annual Report and Accounts 2019/20.</p>	
18	<p>Feedback from Staff Forum</p> <p>The Board welcomed Staff Forum member for the HRA London office, Juliana Araujo to the meeting.</p> <p>JA reported forum members had met last week to discuss the agenda for the next Staff Forum and agreed the focus will be on mental health.</p> <p>The Staff Forum is investigating ways to improve the staff appraisal process to include the PRIDE form.</p> <p>Discussions have taken place regarding what to give Research Ethics Committees for Christmas in place of the usual meal allowance. Suggestions include an interactive quiz or a gift such as box of chocolates.</p>	

Management in Confidence

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	JA reported London office staff have a virtual social catch up meeting every week and forum members have been thinking how to replicate this effectively in other HRA offices.	
19	<p>Any other business / agenda items for next meeting</p> <p><u>Unison representative attendance at Board</u></p> <p>The Board discussed the request received from Unison for a representative to attend the Board.</p> <p>After thorough discussion, the Board agreed it was not necessary to have a dedicated Unison representative attending the Board for the following reasons:</p> <ul style="list-style-type: none"> • There is an open invitation to all staff to attend the HRA Board meeting should they wish to do so. • Not all HRA staff belong to the same union • Part 1 of the HRA Board is a public meeting and any questions may be submitted to the Board in advance of the meeting, via the Head of Corporate Governance and Risk 	
20	<p>Questions from members of the public</p> <p>None to note.</p>	
21	<p>Date of next meeting:</p> <p>20 January 2021</p>	