

Management in Confidence

HRA Board meeting minutes (Part 1 – Public Session)

Date:	19 May 2021	
Time:	12.45pm – 2.10pm	
Present:	Ian Cook (IC)	Director of Transformation & Corporate Services
	Richard Cooper (RC)	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
	Neelam Patel (NP)	Non-Executive Director
	Juliet Tizzard (JT)	Director of Policy & Partnerships
	Professor Sir Terence Stephenson (TS)	Chair
	Professor Matt Westmore (MW)	Chief Executive
	Karen Williams (KWi)	Deputy Chief Executive & Director of Finance
Staff Forum Representative	Nicole Curtis (NC)	Approvals Support Team Manager
In attendance:	Jonathan Fennelly-Barnwell (JFB)	Deputy Director Approvals Service
	Penelope Gregory (PG)	PA to Deputy Chief Executive
	Katherine Guerin (KG)	Deputy Director Corporate Services
Observers:	Elizabeth Bohm	HRA
	Eve Hart	HRA
	Sheetal Nathwani	Kinapse
	Anne Reddaway	HRA
	Naho Yamazaki	HRA
Apologies:	Sylvia Hazard	Deputy Director of Finance
	Kurt Weideling	Chief Digital Transformation Officer
Venue:	MS Teams	

No.	Record of discussion	Action owner
1	<p>Welcome, introduction and apologies</p> <p>TS welcomed all to the Part 1, public session of the HRA Board meeting.</p> <p>TS welcomed Neelam Patel to her first meeting since joining the HRA as a Non-Executive Director and, Nicole Curtis, Approvals Support Team Manager, attending on behalf of the Staff Forum.</p>	
2	<p>Conflicts of interest</p>	

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	The Board noted that Andrew George had recently highlighted a new declaration which has been recorded on the declarations of interest log – Emeritus Professor in the Department of Surgery at Imperial College London.	
3	<p>Review of minutes from meeting held on 24 March 2021</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>Request for the Board development session, to consider the different approaches to transformation and programme management, to be held sooner.</u> The Board development session has been moved to July Board seminar. Close action.</p> <p><u>Roadmap to be provided for HRA Digital Strategy.</u> The Board noted this action will be followed up with KWe on his return. Remains open.</p>	
5	<p>Update from Chair</p> <p>TS expressed his sadness on learning of the death of Kurt Weideling's wife. On behalf of the Board, TS offered condolences and support to Kurt.</p>	
6	<p>Update from the Chief Executive</p> <p>The Board received and discussed the update provided by MW which focussed on a number of areas including:</p> <ul style="list-style-type: none"> - Messages about priorities from Chief Executive induction - Combined Ways of Working communications plan - Joint Negotiating Committee Agreement - 'Make it public' campaign group - Ministerial and system-wide discussion on innovation, recovery, resilience and growth - Update on Future ways of working - Volunteer survey - Stakeholder perception survey - Review of governance committees <p>The Board welcomed the review of governance committees and noted the HRA Audit & Risk Committee (ARC) had been notified of this proposal at meeting dated 11 May 2021. The Board agreed the importance of a single lead owner for each programme of work.</p> <p>The Board thanked MW for an excellent and informative update.</p>	
7	<p>Finance Report – March 2021</p> <p>The Board received and noted the Finance report – 12 months to 31 March 2021, which was presented by KWi.</p>	

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	<p>The Board observed a larger underspend than had initially been forecast but noted this was due to a third lockdown in January 2021, delays in recruiting to roles to support core and programme activities and a year of virtual Research Ethics Committee (REC) meetings. KW confirmed whilst most of the underspend had been returned to the Department of Health and Social Care (DHSC) there remained some flexibility in relation to the streamlining data driven research programme.</p> <p>KW highlighted two financial risks relating to the revised spend controls proposed by Cabinet Office, HM Treasury and DHSC for 2021/22, have been added to the corporate risk register.</p>	
8	<p>Business Plan 2021/22</p> <p>The Board received and noted the HRA Business Plan 2021/22.</p> <p>The Board was pleased to note the recommendations and changes requested at the March Board have been incorporated within the updated plan.</p> <p>The Board noted the business plan will be published on the HRA website in an accessible format once final approval from the DHSC has been received.</p>	
9	<p>Transformation programme</p> <p>The Board received and noted the paper HRA Transformation Programme - Summary review of 20/21 and look forward to 21/22, introduced by IC.</p> <p>IC confirmed the organisation is in a strong position in terms of both leadership and resources to ensure delivery of the transformation programme runs to time.</p> <p>The Board discussed the paper and noted the progress and improvements made during 20/21 and endorsed the programme of work for 21/22.</p> <p>The Board was pleased to note the annex, dashboard and roadmap contained within the paper and agreed good progress had been made in providing reporting information in an appropriate format.</p> <p>The Board requested the name of the person leading the individual programmes of work (detailed in paragraph 3.2) to be included in future reporting.</p> <p><i>Action: Name of lead person responsible for individual programmes of work to be included in reports.</i></p>	IC
10	<p>Corporate Risk Register Q4 2020/21</p> <p>The Board received and noted the risk overview summary and detailed Corporate Risk Register for Quarter 4 2020/21, reviewed by the Audit and Risk Committee on 11 May 2021.</p>	

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	<p>The Board noted there are four risks included on the Q4 risk register, all of which are new. All risks on the Q3 register have either closed or reduced in score and therefore de-escalated from the register.</p> <p><u>Issue HRA 039</u></p> <p>The Board noted the recruitment of expert members continues to be a challenge and discussed what additional measures could be implemented in order to resolve this. JM confirmed several actions are underway which include information about becoming a REC member being distributed with pension communications to retired NHS professionals by NHS Business Services Authority. JM advised feedback received indicates expert members prefer virtual REC meetings to face to face meetings.</p> <p>The Board noted the recruitment of lay members appears to be easier than that of expert members and discussed whether any other actions could be considered to help address this, for example, reviewing the length of terms of office, simplifying and/or reducing the documentation for review and exploring other avenues of recruitment. The Board questioned whether a continued shortage of expert members could potentially impact the ability of RECs to function effectively. JM responded there was currently no risk of non-quorate meetings but acknowledged there was, on occasions, an over reliance on a small number of expert members.</p>	
11	<p>Feedback from Staff Forum</p> <p>The Board welcomed Staff Forum member, Nicole Curtis to the meeting.</p> <p>NC advised following feedback from the staff survey, members of the Staff Forum are working on ways to increase and enhance the profile of the forum. A Staff Forum member will attend induction programmes and consideration is being given to providing video updates after forum meetings.</p> <p>NC advised staff have reported that workloads remain high and some concerns have been raised about returning to work in the offices.</p> <p>MW acknowledged staff may feel nervous about returning to offices but assured NC and the Board, any future return to the offices will be gradual, with staff being fully supported. KG is leading on the Future Ways of Working programme and will be sharing the road map with staff at the next All Staff VC.</p>	
12	<p>Out of session items</p> <p>The following items were circulated out of session for information:</p> <ul style="list-style-type: none"> - Confirmation of communication issued on HRA website regarding eligibility criteria for student research 	
13	<p>Any other business / agenda items for next meeting</p> <p>The Board discussed when the HRA Board will meet in person as opposed to virtually and acknowledged this was unlikely to be before September.</p>	

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14	Questions from members of the public None to note.	
15	Date of next meeting: 21 July 2021	