

Management in Confidence

HRA Board meeting minutes (Part 1 – Public Session)

Date:	16 March 2022	
Time:	12.45pm – 2.45pm	
Present:	Ian Cook (IC)	Director of Transformation and 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
	Ian Robinson (IR)	Chief Digital Transformation Officer
	Professor Sir Terence Stephenson (TS)	Chair
	Juliet Tizzard (JT)	Director of Policy & Partnerships
	Professor Matt Westmore (MW)	Chief Executive
	Karen Williams (KW)	Deputy Chief Executive & Director of Finance
Staff Forum Representative:	Juliana Araujo (JA)	Approvals Specialist
In attendance:	Jonathan Fennelly-Barnwell (JFB)	Deputy Director Approvals Service
	Penelope Gregory (PG)	PA to Deputy Chief Executive (minutes)
	Katherine Guerin (KG)	Deputy Director Corporate Services
	Becky Purvis (BP)	Deputy Director Policy & Partnerships
	Katie Mariner (KM)	Deputy Director Finance
	Jim Elliott (JE)	Head of Public Involvement
Observers:	Della Dolapo Ogunleye	Public Involvement Network – Member
	Maurice Goddard	HRA Audit & Risk Committee – Independent Member
	Alison Barbuti	Health Research Authority
	Catherine Blewitt	Health Research Authority
	Jacinta Bollard	Health Research Authority
	Eve Hart	Health Research Authority
	Barbara Molonyoates	Health Research Authority
	Naho Yamazaki	Health Research Authority
Apologies:	Stephen Tebbutt (ST)	Head of Corporate Governance & Risk
	Julie Waters (JW)	Associate Director, Portfolio Management
Venue:	Redman Place and MS Teams	

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No.	Record of discussion	Action owner
1	<p>Welcome, introduction and apologies</p> <p>TS welcomed Juliana Araujo, Staff Forum Member to the meeting.</p> <p>TS welcomed Della Dolapo Ogunleye, Public Involvement Network, Maurice Goddard, HRA Audit & Risk Committee and all members of HRA staff observing the Part 1, public session on the HRA Board meeting.</p> <p>TS acknowledged today's meeting will be IC's final Board meeting with the HRA.</p>	
2	<p>Conflicts of interest</p> <p>AG advised he had been appointed co-chair of the UK Committee on Research Integrity. The Board agreed this did not present a conflict.</p>	
3	<p>Review of minutes from meeting held on 19 January 2022</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>Chief Digital Transformation Officer handover</u> Richard Cooper to meet with Ian Robinson & Helen Ainsbury. Complete – meeting held on 9 February.</p> <p><u>Performance reporting</u> Karen to provide further contextual information regarding research activity, 'long time' re CAG studies and breakdown on 'expert / lay / lay plus members'. Ongoing – improvements being made to performance report – e.g. new CAG graph, balance score approach to monitor member vacancies being developed.</p>	
5	<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"> - Wider policy environment roundup - MHRA – consultation on proposals for legislative changes for clinical trials. - ABPI – consultation on industry principles for use of health data. - WHO publishes report on WHO-HRA joint workshop on COVID-19 human challenged trials - New model agreements to streamline study start-up - Academy of Medical Sciences and HRA Workshop; 17 February 2022 - Senior leadership stakeholder engagement presentations 	
6	<p>Performance Report (including Finance Report)</p>	

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	<p>The Board received and noted the Performance report – April 2021 to January 2022, which details the performance of the HRA in delivering the organisational strategy.</p> <p>The Board discussed the report, noting there were no significant changes to strategic performance since the previous report.</p> <p>The Board queried why the Fast Track service was more expensive to provide than the normal Research Ethics Committee (REC) service. JM advised to undertake ethical review at an increased pace as an additional service offering to our standard service requires more people to achieve. Economies could be created if the service increased in scale.</p> <p>The Board was pleased to learn the Confidentiality Advice Group (CAG) pilot started in February 2022 along with full transition to the combined service for clinical trials. The Board highlighted a request had been made in previous Board meetings to define the ‘CAG tail’ and requested this be included in future reporting.</p> <p>The Board confirmed approval for the Performance Report.</p> <p>Finance Report</p> <p>The Board reviewed and approved the Finance report – 10 months to 31 January 2021.</p> <p>The Board noted the HRA has indicated to the Department of Health and Social Care (DHSC) finance team that £2.4M funding would be returned primarily due to of successful procurement activity achieving greater efficiencies than expected.</p>	
7	<p>HRA Achievements</p> <p>The Board received and noted the paper, HRA achievements which presents a high-level overview of the immediate and long-term difference the HRA has made and focusses on specific tangible changes that impact external users, partners or stakeholders.</p> <p>The Board discussed the paper and considered it a useful document and a timely reminder of achievements. The Board suggested the information contained in the paper would work well in a table and would benefit from the inclusion of future plans.</p> <p>The Board commented the paper did not include information regarding the HRA community or ‘business as usual’ which, is something as an organisation, we should be proud of.</p>	
8	<p>Communications and engagement update to include HRA Key Messages</p>	

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	<p>The Board received and noted the paper ‘Communications, Engagement and Involvement update’ which provides an overview of HRA communications, engagement and involvement activity since January 2022.</p> <p>The Board discussed the update and was pleased to note the work detailed at para 6.6 ‘Sharing in success’, in particular, the promotion of the World Health Organisation’s academic report on a round-table discussion on the ethics of human challenge for COVID-19.</p> <p><u>HRA Key Messages</u></p> <p>The Board received and discussed the first version of HRA Key Messages, an easy to use reference guide for all staff to help them to speak confidently and consistently about the work of the HRA. EH explained the key messages document aligns with the HRA Achievements document and is designed to include issues people may be asked to comment on and to point staff to more support if needed.</p> <p>The Board liked the document and suggested it may be beneficial to include information on what the HRA has delivered this year plus evidence-based numbers to further illustrate and explain achievements.</p> <p><i>Action: HRA Key Messages to be emailed to the Chair and Non-Executive Directors on a monthly basis.</i></p>	EH
9	<p>HRA Strategy 2022-25</p> <p>The Board received and noted the paper, HRA Strategy 2022-25 headline priority areas, delivered by MW.</p> <p>MW advised versions of the HRA Strategy have been shown to various external groups and stakeholders and the response received so far has been positive. MW reported very useful feedback had been received from the Public Involvement Network who emphasised the importance of our commitment to equality, diversity and inclusion and provided encouragement for us to think differently about types of research and underrepresented communities.</p> <p>The Board considered the document excellent and highlighted the benefits of the ‘golden ticket approach’. The Board suggested information regarding outcomes and phasing, for example what will be delivered in Year 1, 2, 3 etc should be included in the document plus more detail in the section ‘How we deliver change’.</p> <p>The Board agreed the importance of ensuring the whole of the HRA community and REC members in particular are provided with the opportunity to review and contribute to the HRA strategy.</p>	
10	<p>HRA Business Plan update</p>	

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	<p>The Board received and noted the Business plan (incorporating financial plan) 2022/23, which provides an update on progress made on the HRA 2022/23 business plan timetable and the approach to managing uncertainty regarding the 2022/23 funding position.</p> <p>KW advised publication of the completed HRA Business Plan is anticipated in May following HRA Board approval. DHSC have confirmed they are comfortable with this timetable.</p>	
11	<p>Board Effectiveness</p> <p>The Board received and noted the paper ‘HRA Board effectiveness review January 2022 – summary actions’ which provides a brief summary of the discussion from the Board seminar held on 19 January 2022 and offers recommendations for consideration.</p> <p>The Board discussed and supported all 5 recommendations contained within the report.</p> <p><u>Meeting feedback from observers.</u> The Board apologised for the technology issues at the beginning of the meeting and invited feedback from observers at the Board meeting.</p> <p>The Board listened to comments that the meeting was fast paced and consequently tricky to follow at times and, that it was not always clear who was speaking. It also was not clear what the role of the observers were and how they would be expected to contribute. The Board agreed the importance of uploading a full set of meeting papers to the website in a timely manner, which had not happened on this occasion. There was a suggestion that a full set of meeting papers be sent via post to people wishing to observe the meeting if requested.</p> <p>The Board thanked the observers for providing frank and honest feedback. The Board stated that the organisation is committed to learning from experience and getting better and hope that the May Board will be an improved experience for all.</p>	
12	<p>Strategic Risk register</p> <p>The Board received and noted the HRA Strategic Risk Register which provides the Board with oversight of the risks on the HRA’s strategic risk register for quarter 3, 2021/22.</p>	
13	<p>Patient and Public Involvement (PPI) shared Commitment statement</p> <p>The Board received and noted the paper, ‘Embedding public involvement in health and social care research: actions the HRA will take to support the sector-wide shared commitment’. The paper details the development of a collaborative initiative co-led by the HRA to embed public involvement in all health and social care research through a joint statement of commitment and actions by research funders, sponsors and regulators.</p>	

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	<p>The Board welcomed JE to the meeting. JE delivered a PowerPoint presentation to the Board which detailed the development journey of the shared commitment to public involvement which launched on the 11th March 2022.</p> <p>JE explained the shared commitment statement to the Board and also detailed the four HRA Shared Commitment Statements.</p> <p>The Board enquired what advice will be given to REC members undertaking ethical review regarding PPI with respect to international research. JE responded that where PPI has taken place in another country, this will be acceptable. Where it has not, the options are limited and there will be a need to work with sponsors to get help in the countries where studies designed.</p> <p>JE paid tribute to Barbara Molonyoates and the public contributors who have worked hard and supported this initiative. The Board agreed this was a fantastic achievement and thanked JE/BM for their work and commitment.</p>	
14	<p>Manchester office – Government Property Agency (GPA)</p> <p>The Board received the Estates strategy update which provides an update on the GPA onboarding process for the Manchester office and new Memorandum of Terms of Occupation (MOTO) for the Bristol office. The Board approved a recommendation to proceed to signature for both properties, delegated to the Executive following appropriate due diligence.</p>	
15	<p>Summary of 2022.02.10 HRA Audit and Risk Committee</p> <p>The Board received and noted the summary from the HRA Audit & Risk Committee meeting held on 10 February 2022.</p> <p>The Board was assured to learn that cyber security had been discussed at the meeting. IR confirmed that all checks/patching had been completed in line with guidance and there were no further actions outstanding.</p>	
16	<p>Feedback from Staff Forum</p> <p>The Board welcomed JA to the meeting.</p> <p>JA fed back on the recent meeting of the Staff Forum and a workshop which took place last month to include the following:</p> <ul style="list-style-type: none"> - Staff forum are exploring ways to increase the visibility of the forum and will be working on a hybrid model where forum representatives are not tied to particular offices. - Standard welcome email from the staff forum to be sent to new starters in order to establish relationships at the beginning. - Considering ways to liaise with the Staff led interest groups. - Encourage staff representatives to share complaints received whilst maintaining confidentiality, to identify any trends. 	

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	<ul style="list-style-type: none"> - Proposal received to review the menopause policy to ensure a compassionate approach. - Review of Staff Forum terms of reference. - Next staff forum induction session will be on 17th March. - Next staff forum meeting will be in June. - Vacancies – 1 Manchester, 2 Newcastle, 1 Bristol – advert to go out soon. <p>The Board discussed the number of staff forum vacancies and asked whether there was anything further the Board could do to aid recruitment of new members. JA advised staff may require a better understanding of the actions and achievements of the staff forum as this is not always apparent in communications. In addition, there is also a need to consider where the staff forum fits in terms of the staff led interest groups.</p> <p>The Board thanked JA for the update.</p>	
17	<p>Out of session items</p> <p>None to note.</p>	
18	<p>Any other business / agenda items for next meeting</p> <p>TS expressed thanks on behalf of the Board to IC and acknowledged his commitment and achievements during his employment with the HRA and wished him well for the future.</p>	
19	<p>Questions from members of the public</p> <p>None to note.</p>	
20	<p>Date of next meeting:</p> <p>18 May 2022</p>	