

Management in Confidence

HRA Board meeting minutes (Part 1 – Public Session)

Date:	18 May 2022	
Time:	12.30pm – 2.10pm	
Present:	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 (item 12 only)
	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
	Pam Micallef (PM)	Mainline Support & Administrative Officer
In attendance:	Charlotte Allen (CA)	Quality & Performance Manager
	Penelope Gregory (PG)	PA to Deputy Chief Executive (minutes)
	Katherine Guerin (KG)	Deputy Director Corporate Services
	Will Griffiths-Stent (WGS)	Engagement Manager
	Eve Hart (EH)	Head of Communications
	Alison Knight (AK)	Health Research Authority
	Katie Mariner (KM)	Deputy Director Finance
	Becky Purvis (BP)	Deputy Director Policy & Partnerships
	Stephen Tebbutt (ST)	Head of Corporate Governance & Risk
	Julie Waters (JW)	Associate Director, Portfolio Management
	Naho Yamazaki (NY)	Head of Policy & Engagement
Observers:	Jim Elliott	Health Research Authority
	Peter Hart	Public Involvement Network – Member
	Christine Holmes	Department of Health & Social Care
	Zoher Kapacee	Health Research Authority
	Barbara Molonyoates	Health Research Authority
	Louise Vale	Public Involvement Network – Member
Apologies:	Jonathan Fennelly-Barnwell (JFB)	Deputy Director Approvals Service
Venue:	Redman Place and MS Teams	

Management in Confidence

No.	Record of discussion	Action owner
1	<p>Welcome, introduction and apologies</p> <p>TS welcomed all to the HRA Board meeting.</p>	
2	<p>Conflicts of interest</p> <p>None to note.</p>	
3	<p>Review of minutes from meeting held on 16 March 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>Key messages document.</u> HRA Key Messages to be emailed to the Chair and Non-Executive Directors on a monthly basis. Document has been included in the papers today and will also be shared via email in future.</p>	
5	<p>Update from the Chair</p> <p>Following the departure of Ian Cook, Janet Messer will join Matt Westmore and Karen Williams as an executive director.</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"> - Wider policy environment roundup - Health and Social Care Bill - Clinical trials legislation consultation - Research Ethics Development Day - Think Ethics public conversation about new pathways for ethics review <p>The Board thanked MW for the update and although not detailed in the report, was assured to learn, interaction between the HRA and the commercial sector/industry had taken place.</p>	
7	<p>HRA Strategic plan 2022-25</p> <p>The Board reviewed and discussed the draft HRA strategy introduced by MW and BP.</p> <p>The Board was pleased to learn the draft strategy has been informed by a Strategy Working Group of 8 public contributors who are working closely with HRA staff to ensure the use of plain language and that the document is accessible. Members of the same working group have also been helping with the Strategy launch event on the 8th June 2022. The Board emphasised the importance of engagement of stakeholders and enquired whether the draft</p>	

Management in Confidence

No.	Record of discussion	Action owner
	<p>strategy had been reviewed by Research Ethics Committee (REC)/Confidential Advisory Group (CAG) members and HRA staff. BP advised many ideas for the strategy had come from the Community Insight Group which does include REC members but acknowledged the Strategy Working Group did not include REC members. MW confirmed input from both industry and academic researchers has been received over an extended period and has been very positive.</p> <p>The Board liked the proposed graphics and suggested it may be helpful to clarify the audience and include some information regarding the beneficiaries/groups that the HRA serve.</p> <p>The HRA Board approved the draft HRA strategy.</p>	
8	<p>HRA Business Plan 2022/23</p> <p>The Board reviewed and discussed the draft business plan for 2022 – 2023 developed by Executive Committee to support the refreshed strategy, introduced by KW.</p> <p>The Board welcomed the plan and suggested it may benefit further from reflecting ‘business as usual’ and including a baseline for certain priorities.</p> <p>The Board approved to delegate responsibility to the Executive to finalise wording and KPIs for the business plan and financial plan for 2022-23, prior to publication on our website and submission to DHSC as final.</p>	
9	<p>Performance Report (including Finance Report)</p> <p>The Board received and noted the Performance report – April 2021 to March 2022, which details the performance of the HRA in delivering the organisational strategy.</p> <p>The Board was pleased to learn the Confidentiality Advice Group (CAG) tail was included in the report and that a balanced scorecard approach to monitoring member vacancies is being developed.</p> <p>The Board acknowledged REC member vacancies remained stable as indicated in the report but noted the recruitment and retention of expert members remains an issue. The Board acknowledged there has been recent recruitment campaigns but requested further detailed information on progress in this area. KW acknowledged the recruitment of expert members has been a challenge for some time and agreed to provide further information at a future Board meeting (not July).</p> <p style="text-align: right;">Action: Detailed information to be provided regarding progress of the recruitment of REC members, particularly expert members at future Board meeting.</p> <p>The Board confirmed approval for the Performance Report.</p> <p><u>Finance Report</u> The Board noted there was no Finance report this month due to year-end.</p>	KW

Management in Confidence

No.	Record of discussion	Action owner
	A high level summary of the HRA 2021-22 draft outturn position (paper 9B) was provided by KM.	
10	<p>Risk Appetite</p> <p>The Board received and noted the paper, HRA risk appetite statement. The Board approved the HRA's risk appetite statement at the March 2021 Board meeting. An updated risk appetite statement was taken to the Audit & Risk Committee in February 2022 and the Executive Committee in May 2022. This paper incorporates the recommendations made by ARC and Executive Committee. Feedback from ARC recommended tying the risk appetite statements more closely to our strategic objectives and reviewing the language to ensure the risk appetite definitions are being used in relation to risk.</p> <p>The Board confirmed approval for the HRA risk appetite statement.</p>	
11	<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. The Board noted a total of six risks have been escalated on the strategic risk to include one new risk relating to the threat of cyber-attack.</p> <p>All other risks remain the same score as per the last risk register reviewed in February.</p>	
12	<p>Research Ethics Committee Annual Report 2021/22</p> <p>The Board welcomed CA to the meeting.</p> <p>The Board received and noted the REC Annual Report 2021/22 which provides a summary of the membership, activity and performance of the RECs in England 2021/22, summarised by CA.</p> <p>The Board was pleased to learn no RECs had failed to achieve accreditation.</p> <p>The Board noted the recruitment of new REC members remains a challenge and that more expert members had left the service than had joined during the last twelve months. CA confirmed a national recruitment campaign had been undertaken and links with relevant organisations to aid the recruitment of expert members continue to be created.</p> <p>The Board discussed the decisions provided by the RECs at first review, noting the high percentage of provisional opinions and questioned whether anything could be undertaken to improve the quality of the applications and minimize rework undertaken by the applicants. CA advised the main reason identified for a provisional opinion at first review is the requirement for changes to the participant information sheet but confirmed detailed guidance regarding the content and preparation of study documentation is available to applicants/researchers on the HRA website.</p>	

Management in Confidence

No.	Record of discussion	Action owner
	<p>The Board noted the number of breaches reported but was assured to learn that given the number of live studies and research participants during the twelve month period, this was deemed relatively low. The Board agreed it may be useful to undertake a breaches deep dive at a future date to learn more about the types and severity of breach, subsequent action and follow up, and the numbers involved.</p> <p>Action: Deep dive/seminar re breaches to be scheduled for future date.</p> <p>The Board confirmed approval for the REC Annual Report and expressed thanks to CA and the Approvals Directorate for the excellent report.</p>	ST
13	<p>Communications and engagement update to include HRA Key Messages</p> <p>The Board welcomed EH, WGS and NY to the meeting.</p> <p>The Board received and noted the paper ‘Communications, Engagement and Involvement update’ which provides an overview of HRA communications, engagement and involvement activity from mid-March to mid-May 2022, and provides detail on the stakeholders engaged with, the reason for engaging, and the value of this engagement.</p> <p>The Board discussed the update, learning that engagement will be measured via key performance indicators linked to the engagement strategy once this has been finalised.</p> <p>The Board noted there appeared to be minimum information contained within the update regarding HRA engagement with industry and the commercial/private sector. NY advised the information contained within the update relates to adhoc stakeholder engagement meetings rather than our standing groups and the regular engagement undertaken with industry during our programmes of work, and as part of business as usual. The Board stressed the importance of ensuring engagement with industry and the commercial/private sector is captured and requested this be included in future updates.</p> <p>Action: HRA Communications, Engagement and Involvement update to include detail of industry/commercial engagement.</p> <p><u>HRA Key Messages</u> The Board received and noted the HRA Key Messages May 2022 document.</p>	EH/NY
14	<p>Goldacre Review & implications for the HRA</p> <p>The Board welcomed AK to the meeting.</p> <p>The Board received and noted the paper Goldacre Review & Implications for the HRA, prepared by AK and summarised by MW.</p>	

Management in Confidence

No.	Record of discussion	Action owner
	The Board discussed the paper, noting the recommendations and potential implications for the HRA. MW expressed thanks to AK for preparing the report.	
15	<p>Feedback from Staff Forum</p> <p>The Board welcomed PM and JA to the meeting.</p> <p>JA fed back on the recent activities the Staff Forum to include the following:</p> <ul style="list-style-type: none"> - ME will take over as Chair following the departure of Ian Cook and in a new initiative, members of the staff forum will also co-chair. - A staff forum workshop took place in March where discussions included the role of a staff forum member, training needs and overall visibility of the forum. - Staff morale in general appears high and an outing for London office staff is being planned. - Pleased to report a new staff forum member for the Manchester office. - Vacancies – 2 Newcastle, 1 Bristol, 1 homeworkers <p>The Board thanked PM and JA for the update.</p>	
16	<p>Out of session items</p> <p>The following items were circulated out of session for information:</p> <ul style="list-style-type: none"> - Notification of the NIHR name change. 	
17	<p>Any other business / agenda items for next meeting</p> <p><u>Post meeting note</u></p> <p>The Board expressed thanks to Juliet Tizzard who will be leaving the HRA in July to join Parkinson's UK as their Director of External Affairs and Communications. The Board acknowledged the innovative programmes of work and impressive changes which have been implemented during her time as Director of Policy and Partnerships and wished Juliet well for the future.</p>	
18	<p>Questions from members of the public</p> <p>None to note.</p>	
19	<p>Date of next meeting:</p> <p>20 July 2022</p>	