

Management in Confidence

HRA Board meeting minutes (Part 1 – Public Session)

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| Date: | 20 July 2022 | |
| Time: | 1.00pm – 3.00pm | |
| Present: | Richard Cooper (RC) | 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 |
| | Becky Purvis (BP) | Interim Director Policy & Partnerships |
| | Ian Robinson (IR) | Chief Digital Transformation Officer |
| | Professor Sir Terence Stephenson (TS) | Chair |
| | 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 |
| Community Insight Group representative: | Rita Patel | Research Ethics Committee Member |
| In attendance: | 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 |
| | Katie Mariner (KM) | Deputy Director Finance |
| | Stephen Tebbutt (ST) | Head of Corporate Governance & Risk |
| | Julie Waters (JW) | Associate Director, Portfolio Management |
| | Naho Yamazaki (NY) | Interim Deputy Director Policy & Partnerships |
| | Jonathan Fennelly-Barnwell (JFB) | Deputy Director Approvals Service |
| Observers: | Jim Elliott | Health Research Authority |
| | Peter Hart | Public Involvement Network – Member |
| | Christine Holmes | Department of Health & Social Care |
| | Dolapo Ogunleye | Public Involvement Network – Member |
| | Barbara Molonyoates | Health Research Authority |
| | Francesco Santino Palma | Public Contributor |
| | Kat Evans | Health Research Authority |
| | Louise Vale | Public Involvement Network – Member |
| Apologies: | Professor Andrew George (AG) | Non-Executive Director |
| Venue: | MS Teams | |

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| No. | Record of discussion | Action owner |
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| 1 | Welcome, introduction and apologies TS welcomed all to the HRA Board meeting. | |
| 2 | Conflicts of interest None to note. | |
| 3 | Review of minutes from meeting held on 18 May 2022 The Board reviewed and accepted the minutes of the previous meeting as a true and accurate record of events. | |
| 4 | Review of actions from previous meeting / matters arising <u>Detailed information to be provided regarding progress of the recruitment of Research Ethics Committee (REC) members, particularly expert members at future Board meeting.</u> Further detail provided in performance report. Recommend close. <u>Seminar regarding breaches to be scheduled.</u> Proposed to take place at November Board meeting. Recommend close. <u>HRA Communications, Engagement and Involvement update to include detail of industry/commercial engagement.</u> Additional detail added. Recommend close. | |
| 5 | Update from the Chair None to note. | |
| 6 | Update from the Chief Executive The Board received and discussed the update provided by MW which focussed on a number of areas including: <u>Wider policy environment roundup</u> <ul style="list-style-type: none"> - ABPI Annual Conference and Life Sciences Superpower Report - NHS England Data saves lives: reshaping health and social care with data <u>HRA updates</u> <ul style="list-style-type: none"> - Research, Resilience and Growth Plan 2 plan launched by Lord Kamal - HRA Strategy 2022-25: Making to easy to do research people can trust - Think Ethics public conversation about new pathways for ethics review - UK Life sciences industry engagement - Executive Team Appointments <u>Think Ethics</u> | |

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| | <p>MW reported JFB is now the senior responsible officer (SRO) for Think Ethics. The programme is moving into the test, evaluate and deliver phase and a full update will be provided at the September Board.</p> | |
| 7 | <p>Strategic Performance Report (including Finance Report)</p> <p>The Board received and noted the Strategic Performance report – April 2022 to May 2022, which details the performance of the HRA in delivering the organisational strategy.</p> <p>The Board was pleased to learn staff capacity has increased to 92% as a result of strategies implemented by the Executive and that more detailed information has been included within the report regarding REC members.</p> <p>The Board noted the downward trend in the number of REC members (expert and lay) over the last few months but was assured to learn this is being closely monitored by the team. Whilst there is a shortfall of expert members, JM confirmed that every REC meeting which takes place is appropriately constituted because expert REC members agree to co-opt to other committees to ensure meeting quoracy. The Board agreed the approvals and support teams do an excellent job ensuring quoracy at REC meetings but acknowledged this was not an ideal solution long term.</p> <p>The Board requested an explanatory paragraph be included to the Approvals graph regarding the median and mean elapsed timeline for applications from submission to approval.</p> <p style="text-align: right;">Action: Explanatory paragraph to be included in performance report approvals graph</p> <p>The Board confirmed approval for the Performance Report.</p> <p><u>Finance Report</u></p> <p>The Board received and noted the Finance report – 2 months to 31 May 2022, summarised by KM.</p> <p>The Board confirmed approval for the Finance Report.</p> | KW |
| 8 | <p>Portfolio Dashboard and Plan</p> <p>The Board received and noted the Portfolio Dashboard and Plan which details the progress being made on the major programmes of change within the HRA's portfolio.</p> <p><u>Research, Resilience and Growth (RRG)</u></p> <p>The Board suggested the report may benefit from the inclusion of milestones to illustrate the work which has been undertaken. JM advised discussions are taking place with the portfolio office on how best to include milestones in future reporting. JM confirmed information regarding RRG milestones is contained within the business plan.</p> <p style="text-align: right;">Action: JM/NM to discuss milestones outside meeting.</p> | JM/NM |

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| | <p><u>Think Ethics</u> The Board noted a detailed update on the Think Ethics programme will be provided at the HRA Board meeting in September.</p> <p><u>Research Systems Programme (RSP)</u> Whilst recognising the RSP is on track with the current process to find a delivery partner, there was some discomfort at the RSP amber status, given the risk of the programme in its entirety. The Board however accepted IR's comment that, whilst there was a considerable way to go for the delivery of the programme, the amber status was appropriate as it reflected the current plans in place, notably with the procurement process on track.</p> <p>The Board agreed undertaking a deep dive into an individual programme at future board meetings would be helpful, commencing with Think Ethics in September.</p> | |
| 9 | <p>Research Systems Programme update</p> <p>IR provided a verbal update regarding the Research Systems Programme (RSP). Following the strategic review which took place between January – April 2022, the decision was made to go out to tender for a new partner to help deliver our new architecture. IR reported the framework has been chosen and we will be going to market today for expressions of interest, with the decision to be awarded mid to late September. The Board was assured to learn the procurement approach has been reviewed and approved by the Department of Health and Social care (DHSC) and cabinet office. KW confirmed legal advice had been taken and all recommendations from the cabinet office have been included.</p> | |
| 10 | <p>Communications Engagement and Involvement Update</p> <p>The Board welcomed WGS and EH 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-May to mid-July 2022, and provides detail on the stakeholders engaged with, the reason for engaging, and the value of this engagement.</p> <p>The Board was pleased to note the update report has been restructured to be more reflective of the work we do. The Board discussed obtaining the right balance between being proactive and reactive with respect to communications and acknowledged more proactive work can be undertaken once the new communications strategy has been developed. In terms of influencing, the Board stressed the importance of understanding who our advocates are, both internally within the organisation and externally.</p> | |
| 11 | <p>Staff survey: Management response</p> <p>The Board received and discussed the staff survey action plan, introduced by KG in the absence of ME. KG reported there had been much engagement</p> | |

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| | <p>following the Board meeting in May, the output of which have led to the agreement to prioritise the following three areas to focus on this year:</p> <ul style="list-style-type: none"> - Valuing people - Developing ourselves - Looking to do things better <p>The Board noted the plan to reshape the 'Bullying and Harassment policy' as a 'Dignity and Respect policy' and questioned whether staff looking for information re bullying will know where to look once the policy has a new name. KG assured the Board that staff using bullying and/or harassment as a key word search will locate the right policy.</p> | |
| 12 | <p>People Strategy</p> <p>The Board received and discussed the People Strategy, introduced by KG in the absence of ME, which has been developed to help attract, retain and grow our employees to enable them to give their best. The Board was pleased to learn the development of the strategy has involved significant engagement with staff groups including the staff forum, Equality, Diversity & Inclusion (EDI) steering group and Joint Negotiating Committee (JNC), as well as other key internal stakeholders and draws on best practice informed by the Chartered Institute for Personal Development (CIPD) and the Arms Length Bodies (ALB) human resources network.</p> <p>The Board considered the document comprehensive and suggested it may further benefit from provision of a summary or cover page which could also link into the staff survey.</p> <p>The Board welcomed the proposal to appoint a Non Executive Director as a Wellbeing guardian. The Board noted the plan to have a named Non Executive Director as Innovation Champion and discussed how this will assist our culture of innovation and change, and facilitate conversations at a broader level.</p> <p style="text-align: right;">Action: TS/MW to discuss Innovation Champion role.</p> | TS/MW |
| 13 | <p>Feedback from Staff Forum</p> <p>The Board welcomed PM and JA to the meeting.</p> <p>PM fed back on the recent activities of the staff forum to include the following:</p> <ul style="list-style-type: none"> - The first staff forum meeting has taken place with ME as Chair, with future meetings being cochaired by staff forum representatives. - There will be a rebranding/refresh of the staff forum to include a new name with the future focus of work to be wellbeing and innovation rather than staff complaints. - Training for staff forum representatives is being identified which will include resilience, public speaking, change management and handling difficult conversations. - Meetings are currently quarterly but considering changing to shorter, more frequent meetings. | |

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| | <ul style="list-style-type: none"> - MW will be visiting all the offices to have an informal catch up with staff. - Vacancies – 2 Newcastle, 1 Bristol, 1 homeworkers <p>The Board thanked PM and JA for the update.</p> | |
| 14 | <p>HRA Strategy launch: feedback from public involvement workshop for information</p> <p>The Board received and noted the Feedback from HRA strategy launch public involvement workshop paper, which provides a summary of feedback received following the event in June.</p> | |
| 15 | <p>Update from Community Insight Group</p> <p>The Board welcomed RP to the meeting.</p> <p>RP provided feedback from the Community Insight Group which was established in June 2021 and is formed of REC, Confidentiality Advisory Group (CAG) and Public Involvement Network (PIN) members. RP advised a report plus action plan is being prepared which will detail the groups achievements during the last twelve months and future plans.</p> <p>RP reported an item discussed at the recent group meeting included a proposal to change the current HRA governance structure to make the Community Insight Group a formal committee of the HRA to enable issues that are important to the HRA community to be seen, heard and acted upon. RP advised there was support for the Community Insight Group to act in an advisory capacity to the Board, rather than a decision making capacity. A report as to how this will work in practice will be prepared by BP and ST and will be submitted to the September Board.</p> <p style="text-align: center;">Action: Proposal to incorporate Community Insight Group into HRA Governance structure to be submitted to September Board.</p> <p>RP advised the new Dignity and Respect policy was also discussed at the meeting and was very well received.</p> <p>The Board thanked RP for the update.</p> | BP/ST |
| 16 | <p>Summary of 20 June 2022 Audit & Risk Committee for information</p> <p>The Board received and noted the summary of the 20 June 2022 Audit and Risk Committee.</p> | |
| 17 | <p>Control of Patient Information Notice final report for information</p> <p>The Board received and noted the Control of Patient Information Notice final report.</p> | |
| 18 | <p>Out of session items</p> <p>None to note.</p> | |

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| 19 | Any other business / agenda items for next meeting None to note. | |
| 20 | Questions from members of the public: None to note. | |
| 21 | Date of next meeting: 21 September 2022 | |