

Management in Confidence

HRA Board meeting minutes (Part 1 – Public Session)

Date:	16 November 2022	
Time:	1.00pm – 2.25pm	
Present:	Richard Cooper (RC) (Chair)	Non-Executive Director
	Professor Andrew George (AG)	Non-Executive Director
	Dr Nicole Mather (NM)	Non-Executive Director
	Dr Janet Messer (JM)	Director Approvals Service
	Neelam Patel (NP)	Non-Executive Director
	Becky Purvis (BP)	Director Policy & Partnerships
	Julie Waters (JW)	Interim Chief Digital Transformation Officer
	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:	None	N/A
In attendance:	Matt Balding (MB)	Deputy Director Finance & Estates
	Jonathan Fennelly-Barnwell (JFB)	Deputy Director Approvals Service
	Penelope Gregory (PG)	PA to Deputy Chief Executive (minutes)
	Katherine Guerin (KG)	Deputy Director Organisational Development
	Will Griffiths-Stent (WGS)	Engagement Manager
	Eve Hart (EH)	Head of Communications
	Stephen Tebbutt (ST)	Company Secretary
	Naho Yamazaki (NY)	Interim Deputy Director Policy & Partnerships
Observers:	Kat Evans	Karen Holland
	Sarah Hamerton	Christine Holmes
	Peter Hart	Shevon Prince
Apologies:	Professor Sir Terence Stephenson (TS)	Chair
Venue:	MS Teams	

No.	Record of discussion	Action owner
1	Welcome, housekeeping and apologies RC welcomed everyone to the meeting.	

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	Apologies noted from Professor Sir Terence Stephenson.	
2	<p>Conflicts of interest</p> <p>RC highlighted a new declaration on behalf of TS. Professor Sir Terence Stephenson succeeds Lord Philip Hunt as President of GS1 UK.</p>	
3	<p>Review of minutes from previous meeting</p> <p>The Board reviewed and accepted the minutes of the previous meeting as a true and accurate record of events with the following correction:</p> <ul style="list-style-type: none"> - Andrew George not listed as present when attended the meeting. 	
4	<p>Review of actions from previous meeting / matters arising</p> <p><u>ST to share Community Committee proposal with NEDs out of session.</u> Complete and consultation now live until 4 December.</p> <p><u>MW to provide further granularity on recovery resilience and growth programmes and projects in portfolio dashboard.</u> Complete and on the agenda for today's meeting.</p> <p><u>WGS to provide further clarity on engagement activity.</u> Updated to reflect Board comments and on the agenda for today's meeting.</p>	
5	<p>Board effectiveness review</p> <p>The Board received and noted the Board effectiveness review paper which details the plans for the annual evaluation of the Board's effectiveness.</p> <p>The Board welcomed Karen Holland to the meeting. As part of the HRA's annual audit plan, the effectiveness review will be conducted by the Government Internal Audit Agency (GIAA). Karen Holland, Group Chief Internal Auditor - Department of Health and Social Care, GIAA will be conducting the review and will be observing today's meeting. Individual interviews with Board members will also take place alongside a review of relevant documentation.</p>	
6	<p>Update from the Chair</p> <p>None to note.</p>	
7	<p>Update from the Chief Executive</p> <p>MW provided a verbal update.</p> <p><u>Changes to senior staff.</u> Becky Purvis has been appointed as Director of Policy & Partnerships following a competitive recruitment process. Julie Waters has been appointed as Interim Chief Digital Transformation Officer for six months in the first instance with an option to extend, whilst recruitment for the permanent position is undertaken.</p>	

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	<p><u>HRA Annual Report</u> MW expressed thanks to all involved in the publication of the annual report and accounts.</p> <p><u>Meeting of Arm's Length Bodies</u> MW provided feedback regarding a meeting of ALB Chairs/CEOs which included an agenda item with the Secretary of State about priorities.</p>	
8	<p>Strategic Performance Report (including Finance Report and Risk Register)</p> <p>The Board received and noted the Strategic Performance report – April 2022 to September 2022, summarised by KW, which details the performance of the HRA in delivering the organisational strategy, focussing on four key areas.</p> <p><u>Our People</u> Staff capacity has decreased since April, creating delivery pressure and is being closely monitored. This under-capacity off-sets inflationary pay pressures.</p> <p><u>Customers and Stakeholders</u> The Board was pleased to note, apart from June, customer satisfaction continues to outperform our target of 75%.</p> <p><u>Our Services</u> The Board learned Research Ethics Committee (REC) member recruitment continues to be a focus for the member support and approvals teams. While there is a high interest in applications to become a REC member, the conversation rate is low. The Board agreed recruitment of REC members is critical to our business but was assured to learn investigations are being undertaken to understand what is preventing people from becoming REC members and what actions can be taken to resolve this.</p> <p><u>Finance report</u> The Board received and approved the Finance report – 6 months to 30 September 2022 summarised by KW.</p> <p><u>Risk Register</u> The Board received and noted the Strategic Risk Register Quarter 2 2022-23 (Part 1 - Public) which details the strategic risks facing the HRA.</p> <p>ST confirmed there are a total of 6 risks on the Public facing risk register, all of which have been reviewed by the Audit & Risk Committee at its meeting on 10 November 2022. All risks remain the same score with the exception of</p> <ul style="list-style-type: none"> - HRA 1, relating to the Research Systems Programme, has increased in score following the delay to the delivery partner procurement with a further procurement process required. - HRA 4, relating to the risk that trust in research, or in the HRA, is lost, has also increased in score as there have been a growing number of third party complaints received by the HRA. There is a growing 	

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	<p>expectation for the HRA to resolve issues, which may be beyond our remit from vocal and prominent communities on social media.</p> <p>The Board noted there were no particular trends regarding third party complaints and was assured to learn two additional posts have been recruited to the Information Governance & Complaints team and the weekly complaints meeting continues to take place.</p>	
9	<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 Systems Programme (RSP) update</u> MW reported the recent procurement process to find a new delivery partner has been delayed. RC confirmed discussion regarding the delay had been undertaken at the HRA Audit & Risk Committee.</p> <p><u>Research, Recovery, Growth (RRG) update</u> MW highlighted the RRG programme is not exclusive to the HRA and as such, it can be challenging to achieve the right granularity.</p> <p>The Board discussed whether HRA successes are being communicated effectively, acknowledging the Board receives a key messages document on a monthly basis. EH confirmed the HRA newsroom meets on a weekly basis and the front page of the HRA website is regularly updated. In addition, processes are being developed to ensure that key messages are informed by current data.</p>	
10	<p>Communications Engagement and Involvement Update and Key messages</p> <p>RC welcomed WGS and EH to the meeting.</p> <p>The Board received and noted the Strategic Engagement Update: who we are talking to, about what, and why - November 2022 which provides an overview of the HRA's strategic engagement activity from mid-September to the start of November 2022 to support our strategic objectives.</p> <p>The Board was pleased to note the new structure and format of the report and thanked the communications & engagement team for their work in capturing HRA engagement in an engaging and informative way.</p>	
11	<p>Update from Staff Forum</p> <p>The Board welcomed JA and PM to the meeting.</p> <p>PM/JA fed back on the recent activities of the staff forum to include the following:</p>	

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	<ul style="list-style-type: none"> - Three new staff forum reps have been recruited for Bristol, Nottingham and Newcastle offices. - Two vacancies remain but hoping to recruit to these positions soon. - Future meetings to be co-chaired by ME and staff forum reps. - Next staff forum will take place on 30th November. - The staff forum is to be relaunched with a new name. - Training programme for staff forum reps is being developed to include chairing meetings, coaching and communications which will ensure reps are better equipped to help colleagues. It is also hoped the training programme will make the role of staff forum rep more attractive. <p>The Board thanked PM and JH for the update.</p>	
12	<p>Update from Community Insight Group</p> <p>No update at this meeting.</p>	
13	<p>Out of session items / items for Board interest to note</p> <ul style="list-style-type: none"> - Consultation on changes to the HRA Community Insight Group issued via email on 4 November. 	
14	<p>Any other business</p> <p>None to note.</p>	
15	<p>Questions from members of the public</p> <p>None to note.</p>	
16	<p>Date of next meeting:</p> <p>18 January 2023</p>	