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| **Agenda item:** | **10** |
| **Attachment:** | **C** |

**HRA BOARD COVER SHEET**

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| **Date of Meeting:** | 15/03/2015 |

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| **Title of Paper:** | NED Portfolios |
| **Purpose of Paper:** | The purpose of this paper is to facilitate a discussion regarding possible portfolios for the Non-Executive Directors. |
| **Reason for Submission:** | At the seminar on 2nd February, the Board agreed to develop portfolios for the Non-Executive Directors. This involves the allocation of key areas of business to each NED to have a focused interest upon.  EMT has reviewed the paper and provided recommendations and options of possible areas for the NEDs to consider.  The Board is asked to agree the key areas to be included and assign a NED to each portfolio. |
| **Details:** | The intention is to have internal and external facing portfolios for NEDs:  Internally: Each NED, including Jonathan, will have one area of business to work closely with a Director as detailed in this paper.  Externally: Following the seminar in May, relevant stakeholders or stakeholder groups will be discussed for each NED.  This will be in addition to the required Audit and Risk Committee Chair / member roles, Pay and Remuneration Committee membership and Vice Chair role. |
| **Suitable for wider circulation?** | Once approved |
| **Time required for item:** | **20** |

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| **Recommendation / Proposed Actions:** | **To Approve** | | **x** |
| **To Note** | |  |
| **For Discussion** | | **x** |
| **Comments** |  | |

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| **Name:** | Stephen Tebbutt |
| **Job Title:** | Board Secretary and Chief Executive Business Manager |
| **Date:** | 08/04/2015 |

**Non-Executive Director Portfolios**

The Board agreed to identify and develop portfolios for its NEDs at the seminar on 2nd February 2015. This involves the allocation of key areas of business to each NED to consider in detail. The NED would work closely with the relevant member of the Executive Management Team to understand the issues and offer relevant support as required. This will allow NEDs a deeper knowledge and see ‘in action’ issues which are likely to come to the Board for a significant decision in the medium term.

A list of the key areas each Director is responsible for is detailed below. Whilst the Board will have a developing understanding of the areas highlighted below, it is recommended that the assigned portfolios focus on areas of business which may require strategic level thinking by the Board in the near future, are a new service or program of key importance to the development of the organisation or could have an impact on the culture of the HRA.

Each member of EMT has made one or two recommendations of the key areas which they believe would most benefit the organisation and be of relevance to each NED. The Board is asked to consider these recommendations, but also the other areas of business for each Director, and agree which topics should be assigned to the portfolios and also to which NED depending on expertise and understanding of the challenges faced.

**Finance – Debbie Corrigan**

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| * Financial governance Incl. Standing Financial Instructions and scheme of financial delegations * Financial management information * Financial accounts and statutory annual accounts * Budget setting and monitoring | * Payroll * Capital planning * Internal audit * Estates * Counter Fraud * Procurement |

Recommended area for portfolio: Estates

The Estates strategy is an important piece of work with a number of high level risks. The estates piece has a strong link with the culture of the organisation and the way the HRA operates will require strategic consideration in the future.

**Operations and Approval – Joan Kirkbride**

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| * Research Ethics Committees (REC) * REC: Improvement & Quality Assurance and Control * REC Standing Operating Procedures * The Over Volunteering Protection System (TOPs) management | * Confidentiality Advisory Group including Confidentiality Advice Team (CAT) support * CAG: Improvement & Quality * CAG Standing Operating Procedures |

Recommended area for NED portfolio: Consistency of Ethical Review

A consideration of the implications surrounding the consistency of ethical review and the way RECs operate is an area which the HRA will likely assess in more detail in the future with important decisions to be made.

**Corporate Services – Ian Cook**

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| * Human Resources * Organisational Development * Training & Development * Internal communications * External communications incl. Public Relations | * Information Technology (The Open Service IT Platform, Video Conferencing, Infrastructure) * Patient and Public Involvement * Business Intelligence * Programme Office |

Recommended area for NED portfolio: Programme Management Office or Patient and Public Involvement

The Programme Management Office is a relatively new team within the Corporate Services directorate which operates across all areas of the HRA. Consideration regarding potential future roles of the PMO and how the PMO can best add value to the HRA will be required. Alternatively, Patient and Public Involvement is an important area reputationally for the HRA and should also be considered.

**Quality, Standards & Information – Tom Smith**

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| * Quality assurance * ISO 9001 | * Advice and Guidance * Transparency |

Recommended area for NED portfolio: Transparency or ISO 9001

Transparency is a key agenda for the HRA and one which is fundamental to the HRA’s overall objective to make the UK a great place to do health research. Alternatively, the HRA’s commitment to ISO 9001 and widening its scope across the HRA is an important work stream for the Board to consider.

**Systems and Development – Janet Messer**

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| * HRA Approval Programme * Research Systems (IRAS, HARP) * Collaboration & Development (C&D) programme management | * Quality, Standards & Information also sits within this Directorate |

Recommended area for NED portfolio: Advice and Guidance

Whilst the HRA Approval Programme is a key piece of work, this has appropriate Board oversight and governance through the Programme Board. Advice and Guidance however will require strategic thinking and Board discussions on areas to develop in the future. Whilst Quality, Standards & Information sit within Janet Messer’s Directorate, Advice and Guidance sits directly under Tom, however Janet would be the EMT link for the NED.

**Corporate Secretary – Stephen Robinson**

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| * Business planning * Policy Development * Board support * Corporate and Information Governance * Risk management * Standing Orders / Scheme of Delegation | * Health & Safety, Business Continuity Planning, Equality & Diversity * Freedom of Information / Complaints * Non Departmental Public Body transition * Appointing authority RECs, CAG and NREAP |

No recommended area for NED portfolio

For completeness the above list details the remaining areas of business of the HRA, which the Corporate Secretary has responsibility for. Complaints and the Business Planning process were considered as potential areas for a NED portfolio. However as the Board has general oversight of these as part of its regular business it is therefore recommended not to include any of these areas in a NED portfolio at this stage.

**Review**

As part of good practice, it is proposed the portfolios for each NED are consider on a 6-12 month basis to check they are relevant, with any new areas of importance assigned. It may be appropriate to exchange portfolios between NEDs to give fresh oversight and ensure a good understanding of key HRA business is maintained across the Board.