



Medicines & Healthcare products Regulatory Agency

Minutes (FINAL)

Title of meeting	Corporate Executive Team formal monthly meeting
Date	02 February 2016
Time	09.00 – 13.00
Venue	R-T-410, BPR
Chair	Ian Hudson
Attendees	CET
Apologies	None

CET Attendees

Ian Hudson	Chief Executive (Chair)
Peter Commins	Chief Operating Officer and Director of Finance
Rachel Bosworth	Director of Communications
Stephen Inglis	Director of National Institute for Biological Standards & Control
Christian Schneider	Director (designate) of National Institute for Biological Standards & Control
Jonathan Mogford	Director of Policy
Gerald Heddell	Director of Inspection, Enforcement and Standards
Vanessa Birchall-Scott	Director of Human Resources
Siu Ping Lam	Director of Licensing
John Wilkinson	Director of Devices
John Quinn	Director of Information Management
June Raine	Director of Vigilance and Risk Management of Medicines
Janet Valentine	Director of the Clinical Practice Research Datalink
Anne Paskin	DH Legal Services

Additional attendees

[Name redacted under section 40 of the FOIA (personal data)]

1. Apologies and Announcements

1.1 No apologies were received.

2. Draft minutes of the 5 January Corporate Executive Team meeting (CET/16/026) including table of actions and final minutes of the 8 December Corporate Executive Team (CET/16/027)

2.1 The draft minutes were agreed subject to the reinstatement of some text in Item 5 on growth. The CET reviewed, and provided updates on, the table of actions. The final minutes of the 8 December meeting were noted.

3. Draft minutes of the Agency Board/Corporate Executive Team AwayDay of 15 January 2016 (CET/16/028)

3.1 The draft minutes of the Awayday of 15 January were subsequently sent to the CET via email for comments.

STRATEGY

4. Corporate Plan review and Business Plan 2016/2017 (CET/16/029)

4.1 Patience Wilson presented an update. The CET heard that the Corporate Plan review material had been updated to reflect the discussions at the Board/CET Awayday on 15 January. The current material would be sent to CET for a final review before it is finalised. On the business plan, the CET noted the detailed written update and the current draft plan (v0.2). The CET heard that a draft was due to be sent to DH by the end of this week. It was noted that the draft business plan had been written in part to describe how the agency contributes to the overall DH priorities. The CET suggested some additional areas of focus, including on: patient and public engagement activities; communication and marketing; engagement with the clinical professions; strengthened wording on advanced therapy medicinal products; international achievements and future activities; expanding the elements on academic links; and a final health check to ensure appropriate coverage of Scotland, Wales and Northern Ireland.

4.2 The CET agreed the proposal for directors and their Cross Agency Group representatives to meet with Policy division to agree specific deliverables and strategic activities. In addition, Policy division agreed to circulate the business plan in Word format so that directors can make written changes. Finally, the CET agreed that the draft business plan may be sent to DH, following the inclusion of the additional points listed above.

Action: Policy to: (i) circulate the updated business plan to CET for comments; (ii) organise the bilateral meetings; and (iii) send the updated draft plan to DH

5. Genomics and Companion Diagnostics - update for CET (CET/16/030)

5.1 [Redacted under section 35 of the FOIA (Formulation of government policy)]

GOVERNANCE & DELIVERY

6. Accelerated Access Review – recent policy developments (CET/16/031)

[Redacted under section 35 of the FOIA (Formulation of government policy)]

7. Monitoring report on BP targets and activities Q3 (CET/16/032)

7.1 [Name redacted under section 40 of the FOIA (personal data)] presented the Q3 monitoring report. This comprised the performance against published targets, progress against strategic activities, metrics and a short report on further performance related work. The CET heard that the monitoring report would, for the first time, be made publicly available as part of the agency's first public Board meeting, which is taking place on 15 February.

7.2 The CET reviewed the reports on performance against published targets and on progress in implementing the strategic activities and suggested some amendments. It was agreed to reduce the level of commentary in the report and provide comments only on the targets that are at risk (or significant risk) of delay. Comments would be short and would include a re-statement of the actual performance versus the targeted performance. Directors agreed to work with Policy to finalise the wording. Directors also agreed to highlight any areas of commercial confidentiality so that these may be redacted in advance of publication.

Action: directors and Policy to finalise the monitoring report, including the commentary against targets and activities and redaction of any commercially confidential material

8. Quarterly Report on division and centre bonus allocation (CET/16/033)

8.1 Vanessa Birchall-Scott presented the quarterly report on the allocation of special bonuses across the agency and across various categories of staff. The special bonus scheme applies only to staff in the Civil Service delegated paybands (AO to G6). The CET noted the report. It was agreed that the next report would provide a key to the 'lower', 'intermediate' and 'higher' bonus classifications.

Action: HR to include a key to the 'lower', 'intermediate' and 'higher' bonus classifications in the next report

9. Strategic recruitment – now and in the future (CET/16/034)

9.1 [Name redacted under section 40 of the FOIA (personal data)] presented an update on the implementation of a more strategic approach to recruitment. The CET heard that the current focus is on the roles that have been hard to fill, understanding the reasons for these difficulties and scoping possible actions that will assist in the future. The CET heard that the employer brand pilot (see item 14 below) and establishing a LinkedIn presence to promote the agency as a good place to work, as well as specific job vacancy related publicity had proved successful in attracting more applications, although it was premature to make conclusions about the quality of applicants in some areas. At least two appointments can be attributed to the LinkedIn presence, bringing a saving of £13,000 as compared to traditional agency searches. The CET agreed that the agency's recruitment offer should be strengthened, by highlighting the employee benefits that many competitors cannot offer, for example: excellent learning and development opportunities; an enhanced employee benefits package (work is already underway on this); performance bonuses and flexible working.

9.2 As well as advertising specific jobs, the CET heard that LinkedIn can be used to create a pool of talent, which can be drawn upon when vacancies arise. The CET supported the development of talent pipelines drawing not only on LinkedIn, but also existing staff networks in the civil service and in science, research and academia. The CET agreed that the more traditional methods of identifying talent – for example use of head-hunters – still had a role to play.

9.3 [Redacted under section 43 of the FOIA (Commercial interests)]

10. Apprenticeships at the agency (CET/16/035)

10.1 [Name redacted under section 40 of the FOIA (personal data)] presented an update on the Cabinet Office initiative to formally introduce apprenticeships to the Civil Service. Alongside the wider Civil Service and public sector, DH, the agency and other Arm's Length Bodies have been set a challenging interim target for new apprenticeship starts between January and March 2017. Each organisation is expected to meet the equivalent of 2.3% of its March 2015 headcount in new apprentice starts. For the agency, this equates to a minimum of 28 apprenticeship roles by the end of March 2017. The CET noted that from April 2017 an apprenticeships levy of 0.5% of an employer's salary bill will be collected by HMRC. This will need to be factored into the agency's budget round and based on current salaries it will be approximately £250,000 per year. This will be used centrally to fund the initiative and provide training opportunities and other support mechanisms for Civil Service apprentices.

10.2 The CET noted that details were still emerging on the scheme and many elements have yet to be finalised. The CET supported aims of the initiative in principle and indeed noted that in many areas the agency has employed staff on terms that appear to be similar to those being developed for apprentices, with a specific focus on a programme of training or some other form of professional accreditation. The CET agreed that agency's approach to meeting the target of establishing 28 apprenticeships by March 2017 needed to be pragmatic. It would include the identification of existing roles that meet the definition of an apprenticeship as well as the design and creation of new apprenticeship roles where this is feasible. Any additional apprenticeship roles would need either to replace existing roles or be in a growth area with inclusion and approval of a related business case. The CET agreed the proposal for an interim HR resource to develop the scheme more fully in the agency.

11. Annual Report 2015/2016 (CET/16/036)

11.1 This item was deferred to the 10 March CET meeting.

12. Perceptions Audit 2015 (CET/16/037)

12.1 [Name redacted under section 40 of the FOIA (personal data)] presented the results of the Perceptions Audit 2015 and proposals for addressing any issues and trends that were identified. The CET had agreed the methodology for the collection of the quantitative and qualitative input at its meeting in October 2015. The CET noted the detailed results, which were annexed to the paper. It was noted that overall participants were positive with evidence of improvements in many areas since the last perceptions audit was undertaken in 2013 and the Triennial Review in 2014. The CET agreed the four areas for specific focus. The CET also asked for a summary of the work and findings – appropriately anonymised – to be developed and made publicly available.

12.2 This was [Name redacted under section 40 of the FOIA (personal data)]'s final CET meeting before leaving the agency and, with this in mind, the CET thanked her for all of her hard work over the last 12 years and wished her the very best of luck for the future.

Action: Communications to develop a summary of the work and findings – appropriately anonymised – to be made publicly available

13. Falsified Medicines and Medical Devices comms campaign (CET/16/038)

13.1 [Name redacted under section 40 of the FOIA (personal data)] presented an update on progress in developing the falsified medicines and medical devices campaign and sought approval to the estimated campaign costs as well as the draft application to gain approval of the expenditure through the Cabinet Office Professional Assurance Communications Control (PACC) process.

13.2 At its December meeting the CET agreed the overall approach to the public-facing behavioural campaign for falsified medicines and medical devices. This included the target audiences and product types and the indicative costs. The CET noted that the anticipated costs were now more certain and run to c£909,000 over three years. The CET noted the detailed breakdown of costs and approved the overall spend.

13.3 The CET thought that the PACC application could be strengthened in some areas, particularly in relation to the following: how the campaign will benefit patients and contribute to overall public health protection; how to evaluate the success of the campaign; and how to ensure resilience of the positive effects and public health benefits after the 3 year period has elapsed. The CET noted that there would be an opportunity to add to the medical products covered by the campaign, should a strong candidate emerge over the course of the 3 years. The CET also asked for consideration to be given to ensuring that the campaign messages are sufficiently nuanced so as not to draw patients away from community pharmacies towards online retailers and pharmacies – legitimate or otherwise. The CET agreed to the submission of the PACC application subject to the incorporation of the above points.

14. Employer Brand pilot (phase 2): feedback (CET/16/039)

14.1 [Name redacted under section 40 of the FOIA (personal data)] presented feedback on the employer brand pilot (phase 2) which ran for 1 month over November/December. The CET heard that the lessons learned from this exercise had been used to inform the strategic recruitment paper discussed at Item 9 and indeed these two papers were considered together by CET. The CET noted the main elements of the social media campaign, with the setting up of a campaign page and presence on YouTube, LinkedIn, Facebook and GOV.UK to transmit key messages about the agency as a good place to work and in particular information about the specific medical assessor vacancies. The CET noted that the campaign was excellent at attracting interest and indeed 29 applications were received (27 of which were submitted through LinkedIn). However, on this occasion no appointments were made (although two appointments were made through LinkedIn in other areas outside the pilot – see Item 9 above). The CET noted the lessons learned and – as noted above in the discussion on strategic recruitment – agreed that the agency

should continue to use social media and LinkedIn in future recruitment campaigns, and continue to evaluate the effectiveness of such tools in attracting high quality applications.

15. Quality Management System update (CET/16/040)

15.1 [Name redacted under section 40 of the FOIA (personal data)] presented an update on progress made in the management of the agency's QMS and asked for agreement to a proposed timetable for moving to the new ISO 9001 standard, which has now been released. The agency must have adopted the standard by the end of 2017. The CET agreed the proposal to transfer in early 2017, to allow adequate time to prepare for, and manage, the migration effectively. The CET also agreed the proposal to introduce KPIs at divisional and centre level on document/SOP control to ensure that review dates are adhered to. The CET also note the updates on the other areas covered in the report. It was noted that the next BSI audit will take place on 8-11 February.

16. NIBSC Quarterly Report (CET/16/041)

16.1 The CET noted the NIBSC Quarterly Report and in particular the performance against the objectives in the agency's business plan as well as the performance measures that are monitored by the NIBSC SMT. The key achievements in the last quarter and the main priorities for the next period were also noted by the CET.

17. Finance and Procurement Report (CET/16/042)

17.1 Richard Humphreys presented the monthly Finance and Procurement report for the month of December and for the first nine months of the 2015/2016 financial year. The CET noted the agency's total operating surplus for the year to 31 December of £20.0m against a budgeted surplus of £10.3m. The operating surplus comprised £11.5m, £5.4m and £3.1m for the regulator, NIBSC and CPRD respectively. Following payment of dividends the overall retained surplus is £14.7m against a budget of £4.7m. The cash position at 31 December stood at £213.2m and trade receivables were at £128.7m. The forecast surplus at year end after dividend of £18.5m against a budgeted surplus of £10.5m was also noted. The CET noted the detailed income and expenditure accounts including the continuation of the significant expenditure variance on staff costs, which are now £3.6m (6%) below budget overall and under budget for each of the three centres.

17.2 The CET noted the income and expenditure performance comparison between Q1-3 in the current financial year and the same period in 2014/2015. The CET noted the statement of financial position including the debtors' analysis, deferred revenue and cash positions and the Income Risk Assessment. The CET noted that deferred revenue – at £19.6m - was at its highest level for some 5 years.

INFORMATION

18. Managers' conference programme (CET/16/043)

18.1 Rachel Bosworth presented a brief overview. It was noted that an updated programme would be sent to CET in the coming days and further consideration would be given to include an item on the Business Plan 2016/2017.

19. NIBSC SMT update (CET/16/044)

19.1 The CET noted the notes from the January NIBSC SMT meeting.

20. CPRD minutes (CET/16/045)

20.1 The CET noted the 19 January CPRD SMT meeting.

21. Draft minutes of the 19 January Regulatory Group meeting (CET/16/046) and final minutes of 22 December Regulatory Group (CET/16/047)

21.1 The final minutes of the 22 December meeting was noted and the draft January RG minutes were sent to CET for information after the meeting.

22. Updates from Cross-Agency teams

22.1 These updates were noted by the CET.

Information Management Governance Board (Dec. final)	CET/16/048	Peter Commins
Information Management Governance Board (Jan. draft)	CET/16/049	Peter Commins
Finance Sub Committee meeting (Dec. 2015 final)	CET/16/050	Peter Commins
SOP Working Group (11 Jan. draft)		Gerald Heddell
Health and Safety Strategy Group (Dec. 2015 final)	CET/16/051	Stephen Inglis
Audit and Risk Assurance Committee (14 Jan. draft)		Peter Commins
Risk Management & Audit Liaison Group (next meeting 9 Feb.)		Peter Commins
Equality and Diversity Group (5 Oct) inc. ToR and action plan	CET/16/052	Vanessa Birchall-Scott

23. Agreement of 10 March CET agenda (CET/16/053)

23.1 The CET agreed the agenda for the 10 March meeting.

24. AOB

None.