



# Medicines & Healthcare products Regulatory Agency

## Minutes (final)

CET/17/093

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| <b>Title of meeting</b> | Corporate Executive Team<br>formal monthly meeting |
| <b>Date</b>             | 1 February 2017                                    |
| <b>Time</b>             | 09.00 – 13.00                                      |
| <b>Venue</b>            | G1, BPR  |
| <b>Chair</b>            | Ian Hudson   |
| <b>Attendees</b>        | CET  |
| <b>Apologies</b>        | John Wilkinson                                     |

### CET Attendees

|                        |   |
|------------------------|---|
| Ian Hudson             | Chief Executive (Chair)   |
| Christian Schneider    | Director of the National Institute for Biological Standards & Control<br>deputising for Director of Devices |
| Philip Grohmann        | Director of Policy  |
| Jonathan Mogford       | Chief Operating Officer   |
| Jon Fundrey            | Director of Human Resources   |
| Vanessa Birchall-Scott | Director of Information Management  |
| John Quinn             | Director of Vigilance and Risk Management of Medicines  |
| June Raine             | DH Legal Services   |
| Paul Wright            | Director of the Clinical Practice Research Datalink   |
| Janet Valentine        | Director of Inspection, Enforcement and Standards   |
| Gerald Heddell         | Director of Communications  |
| Rachel Bosworth        | Director of Licensing   |
| Siu Ping Lam           |   |

### Additional attendees

[Name redacted under section 40 of the FOIA (personal data)] for item 6: 2017/18 Business Planning and item 10: Agency's 2016-17 Business Plan Monitoring Report for Quarter 3

Patience Wilson (Policy) for item 6: 2017/18 Business Planning

Richard Humphreys (F&P) for item 9: Finance and Procurement Report and item 13: Oracle Fusion Go Live

[Name redacted under section 40 of the FOIA (personal data)] for item 10: Agency's 2016-17 Business Plan Monitoring Report for Quarter 3

[Name redacted under section 40 of the FOIA (personal data)] for item 11: Health and wellbeing

[Name redacted under section 40 of the FOIA (personal data)] for item 15: Head of Science and Engineering (HoSEP) to represent the profession within the Agency

### **1. Apologies and Announcements**

- 1.1 Apologies were received from John Wilkinson; Philip Grohmann attended in his absence.

**2. Draft minutes of the 13 January Corporate Executive Team meeting (CET/17/032) including table of actions and final minutes of the 6 December Corporate Executive Team (CET/17/033)**

2.1 The draft minutes of the 13 January meeting were agreed. The CET reviewed and provided updates on the table of actions. The final minutes of the 6 December meeting were noted.

**3. Draft minutes of the Agency Board meeting of 12 December and final minutes of the Agency Board meeting of 14 November (CET/16/034)**

3.1 The draft minutes of the Board meeting of 12 December, and the final minutes of the Agency Board meeting of 14 November were noted.

**STRATEGY**

**4. Post EU Referendum – update and discussion (verbal) (CET/17/035)**

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

**5. CPRD Strategic Plan 1 year on (CET/17/036)**

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

**6. 2017/18 Business Planning (CET/17/037)**

6.1 Patience Wilson and [name redacted under section 40 of the FOIA (personal data)] presented the emerging draft of the 2017/18 business planning paper. It is proposed to have a sharper shorter plan focusing on the activities which are of greatest significant to the entire Agency and delivery of the corporate plan's final year. There was discussion of proposed targets and metrics, and CET highlighted areas which needed to be reviewed further.

6.2 The CET commented on the suggested top 10 overarching priorities for the year, including suggesting the addition of the accommodation move and a reference to staff; it was important that all Divisions and centres can see the golden thread from these top 10 priorities into their Divisional plans.

**Action:** Update the priorities to respond to the comments of the CET

**7. AMTAC de-designation (CET/17/057)**

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

**GOVERNANCE AND DELIVERY**

**8. Smarter Working (CET/17/038)**

8.1 Rachel Bosworth presented a paper on smarter working. Smarter working was discussed as part of the Needs & Vision group reporting to CET, and in the Operational Transformation programme board. A MAD session was held in November 2016 at which smarter working was discussed; there were also some workshop discussions at the SLG meeting in December to consider what a smarter working programme could offer the

Agency. The paper suggested that a communications approach should be developed which brands the initiatives the Agency is already undertaking as Smarter Working, in order to explain more effectively to staff why the initiatives are taking place.

8.2 The CET noted that it is important to ensure that the message is not confused with the move. It was commented that it would be good to identify a small number of changes to make which would affect most members of staff, to improve working in the Agency, and that more clarity was required on what smart working actually means in practice. In particular, flexibility and remote working were identified as a good initiative however may have practical challenges in implementation. The CET noted that the Operational Transformation board will have oversight of this initiative. It is key to ensure the Agency understands the impact that smarter working will have on the business; there may be differences in how different managers implement smarter working in their teams so it is important to ensure consistency across the Agency. It would not be possible to allow staff under probation to work from home.

8.3 The CET noted that there may be some scope for joint working between the Operational Transformation and the Relocation Programme Board, for ownership of this initiative. The impact, options and opportunities should be considered on the way we work. In relation to the accommodation programme, CET also noted that additional space within the Canary Wharf building is also being sought.

## **9. Finance and Procurement Report (CET/17/039)**

9.1 Richard Humphreys presented the Finance and Procurement report for the first nine months of the financial year. After allowing for Dividends and Financing, after nine months of the year the Agency has a retained surplus of £7.2m which is £7.8m above budget. The Agency is forecast to deliver a retained surplus in 2016/17 of £9.7m which is £3.2m above budget; the CET should note that the forecast expenditure of ICT is being continually reviewed.

9.2 The paper also included a comparison of financial performance between the first three quarters of 2016/17 and 2015/16 (Annex 1). By the end of Q3 2016/17 the Agency's retained surplus at £7.2m is £6.2m (46%) lower than at the end of Q3 2015/16. The CET noted the report.

## **10. Agency's 2016-17 Business Plan Monitoring Report for Quarter 3 (CET/17/041)**

10.1 [Names redacted under section 40 of the FOIA (personal data)] presented the Business Plan Monitoring Report for Quarter 3. There are 2 months remaining to deliver the remainder of the plan by the end of the financial year. The CET considered the targets and provided updates. The cross-Agency business tracker was also reviewed and CET provided updates.

## **11. Health and wellbeing (CET/17/042)**

11.1 [Name redacted under section 40 of the FOIA (personal data)] presented an update on the health and wellbeing programme and achievements towards agreed targets. 1 year ago there was a formalised approach to health and wellbeing. There is a wider push across the Civil Service for this initiative. Overall the wellbeing programme and activities have been well received and employees actively taking part in all events. The top reasons for staff sickness in the Agency were reviewed – musculoskeletal, stress and infections. Review of absence rate has been linked with the Agency's revised HR policies, and there has been a push in HR helping managers deal with short and long term approaches. There has been a

decrease in the average number of sick days per employee, however no change in wellbeing index. A health and wellbeing day was recently held at BPR and at NIBSC; along with other initiatives such as the Alexander technique, neck and back massages, and Steptember. It was proposed to develop a programme of mental health first aiders within the Agency; a Time to Talk day is being held at the Agency on 2<sup>nd</sup> February. CET were asked to consider the recommendations - to agree the ongoing budget of £10k; to sign up to the 'Time to Change' employer pledge to end mental health discrimination in the workplace; and to note improvements on initiatives done so far re health and wellbeing.

11.2 The CET endorsed the ongoing programme and budget. In relation to the Time to Change employer pledge, it was noted that this will outline the Agency's position in supporting employees experiencing mental health issues at work. The Agency has an employee assistance programme, a mental health policy and occupational health – therefore signing up to this does not require any additional commitments further to what the Agency already provides. The CET noted that the mental health first aid 2-day course for 2-3 individuals per division may be a bit too much time, thereby restricting the number of people likely to attend and suggested that shorter sessions giving greater numbers of staff a better understanding may be a better approach. There are a number of national days to support various wellbeing links and initiatives – these should be linked up with as much as possible.

11.3 The CET suggested other areas which could be explored as part of the health and wellbeing programme, including staff football. The CET noted that a big challenge in the next year will be related to resilience and dealing with uncertainty in the lead in to Brexit. Resilience training could be implemented for staff.

## **12. Quarterly special bonus update (CET/17/043)**

12.1 Vanessa Birchall-Scott presented the quarterly special bonus update. The CET note the profile of bonuses awarded and considered differences across the various categories; it was noted that previously men were being awarded larger bonuses than women; however this trend has now reversed. The CET noted a range of equality data in terms of grades and ethnicity too. The CET noted that it would be useful to detail whether these statistics are on a rolling year or financial year basis – this should be clarified in the paper.

## **13. Oracle Fusion Go Live (CET/17/044)**

13.1 Richard Humphreys presented an update on the e-Business programme. e-Business Phase 1 focusses on changes in HR technology that will vastly improve the ease and speed of the link between HR and the wider agency. Finance will gain some key functionality across all process areas within Oracle Fusion, with NIBSC transitioning across fully, and eProcurement will become the norm across the whole organisation. This launch is due on Monday 3 April; there will be a number of staff communications in relation to this. The CET thanked Mr Humphreys for the update and noted that there may be some transitional issues; however the benefits of the programme will be worth it. It was noted that some of the fields of Oracle could be improved in the future system. Any feedback on this should be sent to IMD and F&P.

## **14. Annual Report & Accounts (CET/17/045)**

14.1 Rachel Bosworth presented the timetable for the annual report and accounts, and asked CET to submit their content for the annual report by 17<sup>th</sup> March.

## **15. Head of Science and Engineering (HoSEP) to represent the profession within the Agency (CET/17/040)**

15.1 [Name redacted under section 40 of the FOIA (personal data)] presented a proposal to recommend nominating a HoSEP to take forward the implementation of the Government Science and Engineering (GSE) 5 year strategy into our organisation. The GSE Board is chaired by Sir Mark Walport; the nominee for the Board should be of suitable standing in the Agency. This is an inclusive membership in relation to the scientific work of the Agency; it includes all in a science and engineering background, including physicians and pharmacists. The level of commitment is estimated as 1 day a week. The CET noted that there are other heads of professions in the Agency outside of the science and technology area. Christian Schneider agreed to represent the Agency at the GSE Board meetings, with another member of staff in the Agency to provide day to day support for the work required outside of the meetings. A group manager from a scientific or medical background will be suggested to provide support.

**Action:** Nominate Dr Christian Schneider as HoSEP to represent the profession within the Agency. Operational divisional directors should consider who to nominate as support as deputy HoSEP to IH within one week.

#### **16. Outcomes of Board and CET away day (CET/17/046)**

16.1 The CET reflected on the outcomes of the Board and CET away day on 27 January and considered how to improve on future meetings.

#### **17. Agreement of team briefing notes**

17.1 The items appropriate for circulating to staff as team briefing were agreed by the CET.

### **INFORMATION**

#### **18. CPRD SMT Partners Meeting Minutes (CET/17/048)**

18.1 The CPRD SMT Partners Meeting Minutes were noted.

#### **19. Draft minutes of the January Regulatory Group meeting & final minutes of the 22 November Regulatory Group meeting (CET/17/049)**

19.1 The draft minutes of the January Regulatory Group meeting and the final minutes of the November Regulatory Group were noted.

#### **20. Updates from Cross-Agency teams**

20.1 These updates were noted by the CET:

Information Management Governance Board (IMGB) (CET/17/050)

Finance Sub Committee meeting (CET/17/051)

Policy and Procedures Committee (CET/17/052)

#### **21. Agreement of 3 March 2017 CET agenda (CET/17/056)**

21.1 The CET agreed reviewed and commented on the draft agenda for the 3 March CET meeting. It was agreed that a number of items had still to be confirmed; relevant directors would advise Directorate.

## **22. AOB**

22.1 Paul Wright asked the CET to provide feedback on the GLD Client Survey; this will be circulated via email.