**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 22 November 2022

## Present

Sam Roberts Chief Executive (chair)

Mark Chapman Interim Director, Medical Technologies and Digital Evaluation

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Naomi Lee Head of Organisational Transformation

Judith Richardson Interim Director, Health and Social Care

Boryana Stambolova Interim Director, Finance

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

David Coombs Associate Director, Corporate Office (item 4)

Deborah O’Callaghan Associate Director, Field Team (item 5)

Lesley Owen Technical Advisor, Methods and Economics Team (item 5)

Hilary Baker Programme Director, Transformation (items 6 and 7)

Kendall Jamieson Gilmore Associate Director, Strategy (item 6)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Helen Knight and Gail Allsopp.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## External context

1. Sam Roberts gave an update on recent external meetings and engagements since the last meeting.
2. ET discussed having a set of slides giving a core message, which all ET members can utilise when giving presentations. Jane Gizbert agreed to speak with Sian Corrigan to produce a slide set including some data.

**ACTION: JG**

## Internal context

1. ET was updated on the new executive appointments and confirmed start dates. In terms of HR support, the hybrid working engagement plan has been slightly delayed and there are some management of change consultations about to begin. It was agreed to invite Eileen Platt, Eric Power and Marion Spring to the next ET meeting for a progress update.
2. The communication with the staff networks about their attendance at ET and the purpose of the sessions was also discussed. Kendall Jamieson Gilmore is working with Nicky Tyson to agree the future schedule so there is clarity. Sam and Naomi are also thinking about the wider governance framework and will report back to ET at a future meeting.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 8 November 2022 were agreed as a correct record.

**Review of the actions (item 3.2)**

1. The actions from the meeting on 8 November 2022 were reviewed and the following matters arising were discussed:
2. **Minute 7** – Mark Chapman updated ET on the staff Christmas party arrangements. The budget for food and decorations is to be agreed with Boryana. ET members will contribute to purchase the drinks. Mark and Felix are leading on arrangements.

**Minute 12** – Felix advised that he was working with Fiona Glen on maintaining the living COVID guidelines including the MTA of therapeutics for people with C-19. Sam asked that ET be kept up to date on the progress with commissioning work with OpenSAFELY and EEPRU.

**ACTION: FG/FGl**

**Minute 14** – Felix Greaves was asked to report back to ET with a timeline for a committee being set up in the HTA lab to look at virtual wards.

**ACTION: FG**

1. **Minute 17** – The work to agree the KPIs in the integrated performance report is still in progress with Hilary Baker and will come back to ET for agreement.

**Strategic risks (item 4)**

1. ET was asked to review the strategic risks following feedback from the audit and risk committee that they needed to be more externally focused and aligned to the board’s discussions. It was agreed to:
* re-shape the two external relevance risks
* add a reputational risk
* add a guideline prioritisation risk
* separate the PATT and EVA into separate issues
* update the funding and efficiency risk
* re-shape the VPAS risk
* add a risk relating to the government’s review of the ALB landscape

**ACTION: All**

1. ET discussed the need to consider risks as part of ET’s business as usual work, for example in team meetings, in KPIs and having action plans linked to risks, so that they become part of the arterial system of business activities. Elaine Repton and David Coombs were asked to come back to ET with a framework of how this could look.

**ACTION: ER/DC**

**Health Inequalities update (item 5)**

1. ET reviewed a draft paper for the December board meeting on progress made with delivering the agreed priorities for the NICE health inequalities work programme. The paper detailed progress against the current actions to strengthen NICE’s approach to considering health inequalities and the proposals for next year.
2. ET welcomed the paper and requested some amendments to think about a future modular update to our methods and what impact data will have over time, include a graphic to give the board some facts and figures on the health inequalities impact assessment tool, and be clearer about next steps.

**ACTION: JR/LO**

## Ambitions for NICE (item 6)

1. Naomi and Kendall presented the next iteration of the ‘delivering our ambitions for NICE’ slides and outlined the work planned for the next two weeks to finalise the wording in the ‘golden bars’ and agree clearly defined outputs in the ‘future’ state slides, for presentation to the board in December. ET noted some clear themes in the outputs which overlap and will need further work during the coming months to bring together.
2. In terms of next steps, ET members are asked to identify their ‘guiding coalition’ members and work with them to define the golden bars and agree the workstream programmes to deliver the outputs. ET discussed who their coalition members would be and whether this would be PDs and ADs or from the crowdsourcing champions and community managers. It was agreed that Directors should start sharing with those who express an interest to be involved.
3. It was agreed that Naomi, Kendall and Sam would work on the high level urgent actions of – topic selection, talent management and a single point of horizon scanning, and send this out on Friday.

**ACTION: SR/NL/KJG**

# Crowdsourcing platform update (item 7.1)

1. Hilary updated ET with the latest stats on the crowdsourcing platform which has continued to receive high levels of engagement. The number of ideas has increased to 207 with 32,000 interactions. The format of the ET meeting on 13 December was discussed, when the ideas will be reviewed to decide which ones will be put into action and awarded funding.

# Operational Management Committee (item 7.3)

1. ET noted the minutes of the OMC meeting held on 7 November 2022.
2. Boryana Stambolova gave a verbal update from the OMC meeting on 21 November, specifically to share the findings of the contract management internal audit which is a ‘limited’ assurance rating. The audit recommendations propose increasing the awareness of budget holders and contract managers to their financial responsibilities. This will involve mandatory training, to be supported by the finance and commercial teams. Boryana agreed to share the internal audit report with ET and a list of who their budget managers are who will need to undertake the training.

**ACTION: BS**

## Other business (item 8)

No further items were raised.