**National Institute for Health and Care Excellence**

Executive Team

# Confirmed minutes of the meeting held on 16 May 2023

## Present

Sam Roberts Chief Executive (chair)

Jonathan Benger Chief Medical Officer and interim Director, Centre for Guidelines

Helen Brown Chief People Officer

Mark Chapman Interim Director, Medical Technologies and Digital Evaluation

Paul Chrisp Head of Publishing and Products

Felix Greaves Director, Science, Evidence and Analytics

Helen Knight Director, Medicines Evaluation

Naomi Lee Head of Organisational Transformation

Clare Morgan Director, Implementation and Partnerships

Boryana Stambolova Interim Director, Finance

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Carl Boswell Programme Manager, CHTE and Unison rep (for item 5)

Paul Dimmock Technical Advisor, CHTE and Unison rep (for item 5)

James Hawkins Senior Health Economist, CfG and Unison rep (for item 5)

Jane Wright Lead Content Designer, DIT and Unison rep (for item 5)

Elaine Repton Corporate Governance & Risk Manager (minutes)

## Apologies (item 1)

1. There were no apologies for absence.

## Declarations of interest (item 2)

1. The previously declared interests were noted. No new interests were disclosed.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 17 April 2023 were agreed as a correct record.

## Matters arising from the minutes

1. **2023/24 budgets** – Boryana Stambolova commented that her preference was to not capitalise the cost of new laptops.

## Review of the actions (item 3.2)

1. The actions were reviewed, and the following updates discussed:
2. **Anti-Microbial Resistance (AMR)** – To be included on next week’s informal ET agenda.
3. **EDI scorecard and trends** – Helen Brown confirmed that EDI data will be reported to ET on a quarterly basis in future.
4. **Race equality network** – Jonathan Benger is meeting with the REN in June to discuss the issue of racial bias in health data.
5. **Fixed term, part-time, temporary and hybrid working policies** – all to come to a future ET meeting.

## Transformation (item 4)

## Progress with business plan priorities (item 4.1)

1. Naomi Lee advised ET of the purpose of the slide deck which would be presented at each monthly formal meeting to review progress with the business plan priorities in each programme board, give an update on the transformation strategic programme plan and set out the ‘asks’ of ET members for the month ahead. The months where the board meetings fall will also include the IPR and KPIs. Sam Roberts was working on external planning which will come to ET for review.
2. Feedback from ET on the proposed format and level of detail was positive, although there will be some duplication of the IPR. Additionally, it was agreed that the BP monitoring reports should highlight successes and also where there are challenges and be honest where projects have not gone to plan.
3. ET discussed the progress of business plan programme boards, some which were operating better than others in terms of participation and engagement. It was important to have the right people in the meetings and for the programme board chairs to instruct everyone to have read the papers and to keep presentations to action points only, as there is a key role for the boards in joint working, collaboration and inter-dependencies across teams.

## Progress with the transformation plan (item 4.2)

1. Progress against the transformation strategic programme plan was noted, including the focus for the month ahead.

## Staff network – Unison (item 5)

1. The four Unison reps in attendance each gave an overview of the work they have been involved with to support NICE members and mentioned some of the activities that the Unison branch has funded for staff events and training. It was noted that the number of NICE staff joining the union has increased recently, as had the caseload, which the reps attributed to the number of management of change exercises in progress.
2. There was a discussion of how the union and management teams could better work together to support NICE staff. It was agreed that a set of joint working principles needed to be developed into a Charter that everyone can sign up to going forward. Sam Roberts referred to the issues which have already been addressed to try to conclude some longstanding grievances, and hopefully to deal with current grievances in a speedy and proportionate manner.
3. It was noted that the management of change policy was in the process of being updated whilst a number of MoC exercises were underway or due to start, which was not ideal, but there was a focus on trying to complete the policy review by early June. It was scheduled to come back to ET on 13 June. It was recognised that the resourcing of change was becoming a challenge for both HR and the union, however NICE has agreed to support additional resources to help out.
4. The union reps were thanked for their attendance.

## People update (item 6)

## People KPIs (item 6.1)

1. The people KPIs were noted. Helen Brown agreed to send a summary to Directors for their accountability meetings.

**ACTION: HB**

1. In relation to the HR team, ET was updated on the band 8D fixed term role currently being recruited to. There was also an overview of the MoCs in progress and those due to start in the coming months. Directors were requested to provide Helen Brown with details of any MoCs so that a full plan can be developed for sharing with ET and the union.

**ACTION: All**

## HR policies (item 6.2)

1. Helen Brown advised that the fixed term, part-time and temporary working policy and the hybrid working policy were being finalised for submission to ET next week. The issues raised with hybrid working related to office attendance and the HCAS payment. Staff needed clarity on whether living in inner or outer London still qualified them for HCAS regardless of office attendance. Helen was asked to share a version with ET by Thursday this week, with a simple flowchart for ease of understanding.
2. ET asked for the fixed term, part-time and temporary working policy to come back to ET in June, once hybrid working is approved.
3. It was agreed that Helen Brown, Boryana Stambolova and Elaine Repton would review the full list of HR policies to agree which ones require consultation with the Partnership Forum before being presented to OMC or ET for approval.

**ACTION: ER**

## Finance and commercial (item 7)

## Financial position at M1 (item 7.1)

1. ET reviewed the month 1 financial position which reported a £160k overspend due to TA income being below plan. Investments from strategic reserves totalled £1.6m leaving £1.4m available. Expenditure against reserves will be monitored on a monthly basis.
2. Directors were encouraged to use their finance business partners (FBPs). ET welcomed their support and requested that the FBPs be more proactive in advising on what the budget drivers are for teams, and specifically to help the CHTE management team with planning for TA income which has historically been unpredictable.

## Risk (item 8)

## Strategic risk register (item 8.1)

1. ET discussed the strategic risks including feedback from the ARC in May, which included grouping the risks under the four business plan headings.
2. NICE’s role in Early Value Assessment for Medtech (Risk 2.3 EVA) was discussed as it was proving to be challenging and needs external support for the data collection, possibly from GIRFT and/or other networks. It was agreed that Mark, Felix and Clare would help support Sarah Byron with this.
3. The changes agreed were:

* Risk 1.1 topic selection – reduce the current likelihood score from 4 to 3 making the current overall rating amber not red.
* Risk 1.2 reputational damage – Jane Gizbert to provide an update on the reputational research work.
* Risk 2.1 digital living guidelines - to be amended to better reflect the risk of not speeding up the production of DLG.
* Risk 2.4 digital presence – an action to produce new templates for writing guidance was raised as a priority. Phil Hemmings was asked to give an update to Guidance Executive so that the guidance producing teams are aware of progress.

**ACTION: PC**

1. For the next audit and risk committee in September, two example risk ‘bow ties’ will be presented with 5x5x5 risk scoring included to assess whether scoring the mitigating controls adds value. It was agreed to bring the topic selection example to the June formal ET meeting with control scores included.

**ACTION: ER**

## Risk ‘deep dive’ – Transformation (item 8.2)

1. Naomi Lee presented a deep dive assessment of the transformation risk in the ‘bow tie’ format, which enabled greater analysis of the preventative and mitigating controls. ET considered whether to add another column to show the impact of the controls eg what is the impact of introducing the new values and behaviours? It was agreed to present the current version to the ARC and have the discussion in September.

## Outstanding internal audit recommendations (item 8.3)

1. The outstanding internal audit recommendations were noted.

## May board meeting (item 9)

1. The presenters for papers at the May board meeting were agreed.

## Items for information (item 10)

# Operational Management Committee (item 10.1)

1. ET noted the minutes and actions from the OMC meeting held on 17 April 2023.

## Other business (item 11)

## Staff event in 2024 (item 11.1)

ET was asked whether they felt the all-staff event should be annual or every 18/24 months. There was general support for an annual event, however being mindful of the challenging year ahead and the costs of hosting events, it was queried whether an option would be to link it to the NICE conference in November 2024, by having a staff event the evening before. Jane Gizbert also raised the amount of planning involved. It was agreed that Jane would speak to her team to consider if an event could be supported, and if so, what would be the best time of year.

**ACTION: JG**

## 5 year strategic plan communications (item 11.2)

Naomi Lee confirmed that progress against the 5 year plan will be communicated at the all-staff meeting in July.

## Directorate plans (item 11.3)

The directorate plans will be completed in the coming weeks and shared with the PDs and ADs group. Naomi Lee to ensure they are not editable once shared. An update will be given at the senior leaders group in June.

## External communications (item 11.4)

Sam Roberts advised that she will be concentrating on communications with key external stakeholders over the next 3 – 6 months. There will be an item on the ET agenda next week to agree the list of strategic stakeholders to engage with.

## Items for next ET agenda (item 11.5)

The following items were deferred to next week’s meeting:

* Digital GIRFT
* ET lead for NICE and Proud staff network
* Strategic stakeholder engagement planning