**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 19 April 2022

## Present

Alexia Tonnel Director, Digital, Information and Technology (chair)

Gail Allsopp Interim Chief Medical Officer

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Helen Knight Acting Interim Director of Medicines

Jeanette Kusel Acting Interim Director of Medtech

Judith Richardson Acting Director, Health and Social Care

## In attendance

Hilary Baker Programme Director, Transformation

Christine Carson Programme Director, Centre for Guidelines

Jonathan Waghorne Chief of Staff

Grace Marguerie Associate Director, Human Resources (item 5)

Boryana Stambolova Deputy Director Finance, Strategy and Commercial (item 6)

David Coombs Associate Director, Corporate office (item 6)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Sam Roberts and Paul Chrisp who was represented by Christine Carson.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meeting held on 12 April 2022 were agreed as a correct record subject to an amendment to minute 9 to read:

The NICE obesity TA is due to be discussed at GE and requires a full discussion of the issues raised given recent feedback from NHS England.

## Matters arising (item 3.2)

1. The actions from the meeting held on 12 April 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **OLS funding** – Jeanette Kusel will share the name of a contact at MHRA who is leading on the OLS funding bid.
3. **Transformation governance** – Jon Waghorne was liaising with David Coombs to agree which ET meeting dates will be set aside for discussing progress within the transformation programme.
4. **Integrated performance report (IPR)** – ET members were reminded to let David Coombs have any additional indicators and directorate KPIs for inclusion in the IPR. This relates to routine reporting but not personal KPIs agreed with the CEO. It was also noted that the SRO leads for the 4 business plan priorities should send their feedback on the transformation milestones to Domini Lawson.

**ACTION: All**

1. **Environmental sustainability** - Felix Greaves confirmed that his team was progressing to procure a contractor to support delivery of the next NICE Listens project and would come back to ET with a further paper on how the work fits into the wider context of NICE’s role in environmental sustainability.

## Discussion topics (item 4)

**ET session on** **culture change** – Nicole Gee reminded ET the session was planned for 20 April from 10am in Redman Place. Nicole agreed to circulate the brief received from the consultants and to share some useful podcasts.

**ACTION: NG**

## Hybrid working arrangements (item 5)

1. Following the discussion last week, Grace Marguerie presented a summary of the proposals for entering into consultation with staff on the three key issues of home based working, hybrid contracts and HCAS.
2. It was agreed that a slide of the decisions reached would be shared at ET next week for a final review and agreement before beginning the discussions with the trade union and wider staff.

**ACTION: GM**

**Strategic risks (item 6)**

1. ET reviewed the next iteration of the strategic risk register which has been reviewed against the strategic priorities for 2022/23. ET agreed the following amendments and further work requested:

* Risk 1.1 – further actions to be included from the business plan to demonstrate how NICE is meeting the health system’s needs, and reduce the target risk score from 12 to 10 (5x2) yellow (ER)
* Risk 2.2 – the risk needs expanding to include the ’cause’ of the risk, for example, lack of staff engagement (NG)
* Risk 5.1 – re-visit the target ratings to increase the likelihood score following a decision to scale back resources allocated to progressing the future actions (FG)
* Risk 5.2 – to be widened to include reference the Medtech landscape (JK/HK)
* Transformation governance – to agree with Domini Lawson which risks sit within the transformation programme risk register, and whether an overarching risk should be included as a strategic risk (ER/DL)
* Data governance (including clinical data and commercial in confidence data) – to agree whether a new risk should be included in the operational or strategic register (GA/FG/HK/BS/ER)
* COVID-19 – ET to consider whether this could become a strategic risk once the terms of reference and full scope of the public inquiry have been received.

**ACTION: ER**

## Review of the meeting agenda (item 10)

No comments raised.

## Other business (item 11)

There were no further items of business.