**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 11 May 2022

## Present

Sam Roberts Chief Executive (chair)

Gail Allsopp Interim Chief Medical Officer

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Felix Greaves Director, Science, Evidence and Analytics

Helen Knight Acting Interim Director of Medicines

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Hilary Baker Programme Director, Transformation

Boryana Stambolova Deputy Director Finance, Strategy and Commercial

Jonathan Waghorne Chief of Staff

Dani Mason Associate Director, Brand and Marketing - Comms

Grace Marguerie Associate Director, HR – P&P (item 5)

Nicky Tyson OD and Training Specialist – P&P (item 6)

Steve Kingman Governance Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Jeanette Kusel, Jennifer Howells (represented by Boryana Stambolova) and Jane Gizbert (represented by Dani Mason).

## 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 3 May 2022 were agreed as a correct record subject to a minor update to paragraph 16: under priority 1 the first bullet point is an action for Fiona Glen and the second bullet point is an action for Fiona Glen and Alexia Tonnel.

## Matters arising (item 3.2)

1. The actions from the meeting held on 3 May 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **Culture workshop** - Sam Roberts thanked ET for an excellent culture workshop that took place the previous day. It was confirmed a new standing item called ‘check in’ will be added to the start of all future ET agendas.

**ACTION: DC**

1. **Strategic risks** – Sam Roberts confirmed the feedback received from ET had been reviewed and progress was being made.
2. **Supporting committee chairs and members** – Sam Roberts confirmed Jane Adam had agreed to sponsor and Kendall Jamieson Gilmore is to map out the hypothesis and ways to better connect with committee chairs and members. Further updates will be brought back to ET in due course.
3. **Board planner** – It was confirmed David Coombs is working on the final version which will need to be agreed in the next week.
4. **Integrated performance report** – ET were asked to provide any further comment by 13/5/22. It was agreed that a fresh approach to the format would be provided for the final version and any repetition will be streamlined.

## Discussion topics (item 4)

 There were no urgent items raised.

**Hybrid working arrangements (item 5)**

1. Grace Marguerie joined the meeting and reported back on the options regarding payment of expenses related to the new-style home working and hybrid employment contracts. Grace confirmed the only type of contract that can claim travel expenses between home and the office base is the permanent home worker contract.
2. The recommendations were approved, and it was agreed that an all staff communication will be drafted and sent this week to confirm the arrangements and next steps. This will be followed up with weekly updates and reminders.

**ACTION: GM/JW**

1. ET were reminded that they will need to speak to and provide support to senior managers about what this means for them and how they manage any difficult conversations.

**ACTION: ALL**

**EDI KPIs and objectives (item 6)**

1. Nicky Tyson joined the meeting and presented the proposed organisational workforce EDI objectives. ET were asked to adopt, engage and share the objectives.
2. ET discussed the proposed objectives. There was consensus that the general direction of the targets was the right one but further work needs to be done to agree the detail. It was agreed Nicky Tyson would work with Nicole Gee to agree the next steps. This would either be individual meetings with ET members to look at their team’s data and potential training needs or a full ET session dedicated to this topic.

**ACTION: NG/NT**

**KPI’s (item 7)**

1. ET agreed the organisational wide KPI’s which will be taken to the Board. ET to look at their individual teams and make any changes that are needed.
2. Felix Greaves confirmed the individual KPIs for SEA directorate will focus on three specific things: i) launch real world evidence framework ii) incorporate real world guidance into CHTE methods update, and iii) implement real world evidence framework in scientific advice.
3. ET members were asked to do a final check this week before they are finalised in the business plan.

**ACTION: All**

**Chief Medical Officer next steps (item 8)**

1. Gail Allsopp briefly presented her thoughts on the permanent Chief Medical Officer role. ET were asked to email Gail with further comment on the slides before the item is discussed more fully at next week's meeting.

**ACTION: All/GA**

## Review of the meeting agenda (item 11)

No comments raised.

## Other business (item 12)

Alexia Tonnel provisionally agreed to chair next week’s ET meeting in case Sam Roberts has any difficulty joining the meeting from Washington, US.

**ACTION: AT**

It was commented that the BI (Board Intelligence) software is not helping ET members to cascade individual updates to their teams. Jon Waghorne agreed to add the ET papers to the ET Teams channel, so that ET members have access to the individual papers.

**ACTION: JW / DC**