**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 24 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

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

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

David Coombs Associate Director, Corporate Office (items 6, 7 & 8)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. There were no apologies for absence. ET welcomed back Jennifer Howells.

## 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 17 May 2022 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 17 May 2022 were noted as complete or in progress. The following matters arising were discussed:
2. A revised terms of reference for GE will come to ET once it has been agreed which elements of PE’s current remit will be transfer to GE.
3. Jennifer Howells advised that she has a meeting scheduled with Ben Davis at which she will mention the affordability issues raised by the NHSE finance rep at the GRIP meeting.
4. Helen Knight confirmed that the sign off for NICE’s involvement in the Innovative Medicines Fund will come to the June Board meeting. Discussions were still ongoing regarding the use of RWE in the guidance programmes, details of which will be included in the slides to the board meeting.
5. Following the discussion last week of the three year forecast financial position, Boryana Stambolova confirmed she was working with Dani Mason on a communication to ensure there will be consistent messaging, which will be shared with ET later in the week.

**Check-in (item 4)**

1. Each attendee gave a brief update on any issues of concern and successes to share.

## Discussion forum (item 5)

**Feedback from ISPOR conference (item 5.1)**

Sam Roberts gave feedback on the key messages from the ISPOR conference and the implications for NICE to consider. The priorities were innovation and methods, ILAP and RWD. Sam advised that a useful contact based in Israel will be visiting the UK in June and it was hoped to be able to schedule a meeting with him. There will also be a session at the next all-staff meeting from members of the SEA team who attended the conference.

## Feedback from the Audit and Risk Committee (item 5.2)

ET noted the feedback and actions arising from the May ARC meeting. The committee has requested that ET review the strategic risk register to reflect a ‘top down’ approach which focuses the risk register on international and national relevance, and internal transformation. Other key areas for improvement are business continuity planning and completion of mandatory training.

ET discussed the additional workload impacting teams arising from internal audit recommendations and external compliance requirements such as the DSPT and functional standards. It was recognised that a balance needed to be achieved by having a proportionate response to requests. But also that any ‘significant’ level audit recommendations mean that a serious control weakness has been identified, and these must be a priority to address. ET noted that it was important at the internal audit scoping stage to ensure that the audit review will add value, and that the project sponsors were able to enter into dialogue with the auditors to shape and jointly agree the final recommendations.

In light of the concerns about the additional workload being created by the various internal and external compliance requirements, it was agreed that the corporate office team consider which are the key risk areas that the ET should be focussing on, when reviewing the next versions of the strategic and operational risk registers.

**ACTION: ER/DC**

## Communications from the Executive Team (item 5.3)

Nicole Gee asked ET to consider how the various communication strands can be brought together to better cascade the key messages and information from ET’s work to the wider staff. The suggestion of a monthly blog from ET members in rotation was not supported. Including ET priorities in the all-staff meetings was an option. Nicole was asked to discuss it further to find a solution which uses the existing mechanisms.

**ACTION: NG/JW**

## Innovation service contract (item 5.4)

ET was advised that NICE has been asked by NHSE to sign up to the innovation service contract. The remote liability exposure has been discussed with DHSC who have confirmed they are content there is no additional risk to NICE. ET agreed that subject to Boryana Stambolova’s final meeting with NHSE’s finance director, either Helen Knight or Mark Chapman be authorised to sign the contract on behalf of NICE

**ACTION: BS/HK**

## Business case – transformation support (item 5.5)

ET discussed the need for an additional strategic level resource to support the delivery of the organisational transformation, focussing on the cross organisational transformation “plumbing”, as well as separate support to develop the internal and external engagement piece. There was a discussion about in-house capacity and capability to undertake the role, or a potential secondment opportunity. Alternatively, whether the option of an external support was required. Directors were asked to put forward names of any senior managers who they thought would be suitable (as soon as possible), and in the absence of an internal resource, business cases should be developed by the end of the week for procuring the additional resource.

**ACTION: All**

## May public Board meeting (item 6)

1. ET noted the agenda and arrangements for the May board seminar and public board meeting.

## Future arrangements for ET meetings (item 7)

1. David Coombs presented revised proposals for the future format of ET meetings and an updated draft terms of reference. ET was supportive of the proposals subject to noting the formal meetings would be hybrid rather than fully virtual. David was asked to ensure the sequence of in person meetings took account of when ET members would be travelling for the board meetings. The revised terms of reference were agreed. It was agreed to review the day of the GE meetings once the position regarding the merger of GE and PE was confirmed.
2. ET discussed the agenda planner for future meetings to be clear which papers will still need to come to ET for sign off and those which will either go to the OMC or be agreed between directors informally. The OMC minutes and decision log will continue to come to the formal ET meeting so there will be visibility of OMC’s discussions. It was agreed to have a review period after six months to assess whether the new ET meeting formats were achieving their intended aims.

**ACTION: SR/DC**

**Changes to the board meeting cycle (item 8)**

1. Following discussion with the chairman and chief executive, ET noted proposals to change the board meeting cycle. It was proposed to reduce the number of public board meetings and consider options for the informal seminars which could either continue to be held on the morning of the board meetings or on the intervening months and remove the strategy board meetings. The purpose of the new cycle was to help create space for the new approach of NED input to the business plan priorities and release management capacity.
2. ET also noted the request from the DHSC sponsor team to be in attendance at board meetings. It was noted that the proposals would be considered at the May board seminar.

## Operational Management Committee (item 9)

1. ET reviewed the minutes and actions from the OMC meeting on 16 May 2022. Reference was made to the draft travel and subsistence policy which no longer allowed claims for home working equipment, other than for permanent home workers. The draft is subject to further work following a number of queries raised at OMC.
2. The items on the NLP (natural language processing) software and the service and product costing project were both of interest to ET and directors queried whether they should have come to ET. The latter will come to ET when it is further developed, and it was agreed that the NLP would have been more appropriate for a technical forum. The comments supported a previous ET discussion to undertake a review of the OMC and the SLF terms of reference to agree papers which require a decision, and those which are for information sharing.

## Review of the meeting agenda (item 10)

ET gave feedback on the meeting.

## Other business (item 11)

Jeanette Kusel thanked ET for their support during her membership of the group. Jeanette was stepping down from ET at the end of May when the new director of medtech takes up his role. ET thanked Jeanette for all her contributions.