**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 8 November 2022

## Present

Sam Roberts Chief Executive (chair)

Gail Allsopp Interim Chief Medical Officer

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

Judith Richardson Interim Director, Health and Social Care

Boryana Stambolova Director, Finance

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Fiona Glen Programme Director, Centre for Guidelines (items 5 and 7)

Sarah Boyce Senior Technical Adviser, Centre for Guidelines (item 5)

Emma McFarlane Technical Adviser, Centre for Guidelines (item 5)

Ross Dent Technology Adviser, Centre for Technology Evaluation (item 5)

Hilary Baker Programme Director, Transformation (item 7)

David Coombs Associate Director, Corporate Office (item 7)

Jenniffer Prescott Programme Director, HTA Process and Operations (item 7)

Domini Lawson Programme Management Office Manager, Transformation (item 7)

Lorna Scoular Head of OD, Talent and Culture, HR team (item 7)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Helen Knight.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 1 November 2022 were agreed as a correct record, subject to the following amendment:

Minute 17 – (Felix agreed to send his preferred wording)

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

1. The actions from the meeting on 1 November 2022 were reviewed and the following matters arising were discussed:
2. **Minute 14** – the new EDI recruitment proposals supported at ET will be discussed with the NICE Equality and Diversity Group next week before being shared at the November all-staff meeting. Nicky Tyson will prepare the slides for the staff meeting and share these with ET in advance.

**Minute 21** – The work to explore implementation of guidance support products aligned to Digital Living Guidelines is continuing and will report back to ET in due course.

**Minute 24** – Eileen Platt was not able to come to ET today with an update on hybrid working next steps as she is still information gathering. Eileen will email ET with an updated timetable and details of the engagement plan as soon as possible so that it can be mentioned at the November all-staff meeting. ET noted that it is crucial to ensure that managers are clear about their role in supporting this work and their staff.

1. **Minute 27** – Paul Chrisp advised that the inquiry from the Competition and Markets Authority was in hand. Ian Watson is speaking to the lawyers. ET will be updated.
2. **Minute 28** – Arrangements for a Christmas party in both offices was progressing with the social committee and the facilities team. The proposed date is 9 December. Jane Gizbert was asked to ensure the date is shared via YW@N. Ali Burgess will help with sending out the invites if needed.

**ACTION: JG**

**DIT business case: strategy work (item 4)**

1. ET was asked to approve a business case to procure consultancy support for a period of 3 months to undertake a piece of DIT strategy work to map business capabilities, review the existing application and data landscape to explore the potential for consolidation and rationalisation through a single platform approach, and defining the associated changes to DIT’s operating model. Alexia advised that this first phase will be the scoping work to shape the future roadmap for DIT, and will in the future require the flexing of business operations around one core platform, meaning that more standardisation will be required and different ways of working for staff.
2. Boryana commented that the budget for next year is going to be challenging and some difficult choices will need to be made about investment decisions. Martin Davison will be bringing a mid-term review paper to ET for discussion.
3. ET supported the proposal and approved the business case expenditure to be funded from the budget underspend.

**Maintaining the living COVID guidelines including MTA and STA (item 5)**

1. ET reviewed a proposed approach to maintaining the living COVID guidelines including the MTA of therapeutics for people with C-19. The paper set out a three stage approach - getting the data and a T&F group to agree a methodology; engagement and implementation, which ET fully supported.
2. Sam Roberts was keen to make progress and requested that funding be made available as soon as possible to progress commissioning of work with OpenSAFELY and EEPRU. ET discussed internal capacity to oversee the work between now and the end of March and then from April when the C-19 team will integrate into other teams. Fiona Glen agreed her team will take the lead. Sam asked that any delays with the business case or procurement be raised with herself and Boryana.

**ACTION: FGl**

## Virtual wards (item 6)

1. Felix Greaves updated ET on NHSE’s ambition for the development of virtual wards to expand the capacity of acute care and proposed a range of options for NICE to support their implementation.
2. Following a discussion and sharing of views, it was agreed to support a bespoke committee being set up in the HTA lab, using an evidence framework similar to Early Value Assessment. Felix Greaves agreed to lead this work with a focus group of ET members.

**ACTION: FG**

# Transformation update (item 7)

# Crowdsourcing update (item 7.1)

1. ET was updated with the stats on the new crowdsourcing platform which has received a high level of engagement since launching. The number of ideas and comments posted has surpassed expectations which is a really positive start.

# Future business reporting (item 7.2)

1. Hilary Baker facilitated a session to seek the executive team’s view on the current board reporting to ensure it is streamlined, concise, delivery focused, and aligned to the ambitions for NICE.
2. The exercise looked at the key themes ET should be reporting on based on the 4 strategic priorities, identified some gaps and highlighted current information that is no longer required. The areas that ET noted as current gaps included reputation, capabilities, social care, and impact. Hilary agreed to undertake further work and come back to ET with a proposal for a revised IPR. ET members were asked to consider the session and the need to align to the ambitions when preparing their December ET updates for the report to board.

**ACTION: HB**

# Progress update on 2022/23 priorities (item 7.3)

1. ET discussed progress reporting against the 2022/23 strategic priorities. The SROs were asked to ensure that the programme boards are reporting an accurate position in the next 2/3 month period and to be confident in RAG rating a project red if it is red. The SROs and WSLs were encouraged to raise issues with ET where their support was needed. It was queried whether it would be useful at the programme boards to hear from project team members to get their perspective on progress. This was agreed, with support from Domini Lawson to help co-ordinate the reporting.

## Other business (item 8)

# ET meeting format (item 8.1)

Paul Chrisp asked whether the format of the ET meetings should revert back to weekly formal meetings as a number of key decision papers have recently been presented at the informal meetings. The reasons for papers coming were noted, mainly due to time pressures, but it was agreed to retain the formal meetings for strategic papers which require a decision and the informal meetings for ‘big’ topics and an opportunity for ET to meet face to face. If there is a requirement for a paper to be presented at an informal session, it was agreed the report presenter should send a note of the decision and any actions to Elaine Repton for recording.

**New Health Minister**

ET noted the key messages from recent meetings with the new Health Minister, including what his focus will be in the role and the implications for NICE’s work.