**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 20 December 2022

## Present

Sam Roberts Chief Executive (chair)

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

Helen Knight Director, Medicines Evaluation

Naomi Lee Head of Organisational Transformation

Clare Morgan Director, Implementation and Partnerships

Boryana Stambolova Interim Director, Finance

## In attendance

Alison Liddell Programme Director, Strategy and Governance, DIT

Elena Doyle Associate Director, Data Management, DIT (item 4)

Cornelia Hedeler Data Architect, DIT (item 4)

Anthony Bolton Consultant, Civica (item 4)

Eileen Platt Head of HR Operations and Resourcing (item 5)

Hilary Baker Programme Director, Transformation (items 6 & 7)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Alexia Tonnel who was represented by Alison Liddell.

## 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 29 November 2022 were agreed.

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

1. The actions were noted as completed.

## December board meeting

1. ET shared their reflections from the December board meeting and thanked Justin Whatling and Jane Gizbert for their summary to all staff. The actions will be picked up in the board action log and David Coombs will share the questions from the public.

## Data management update (item 4)

1. Elena Doyle presented an update on the scope of the data management work programme and sought ET’s support to be ‘data leaders’ within NICE to help raise awareness of the importance of data, and to engage their teams on data literacy, data governance and agreeing a common language for data.
2. ET discussed how the data management work needs to be linked into the business plan priorities for 2023/24 to support delivery of the objectives, and that it should include operational data as well as NICE content. Alison Liddell advised that during January to March 2023, the team will agree which strategic priorities require data management support and which components will be prioritised.
3. It was queried what will be delivered by March 2023 and when will staff start to see the benefits of the work. Alison advised that the data management programme was a long term roadmap which is hugely complex, but by March the aim was to have a ‘golden record’ of stakeholders by person or organisation which will begin to be integrated into some systems where possible, once the data has been cleansed to ensure accuracy.
4. ET fully supported the data management programme and asked that comms to staff be crisp and clear in terms of what is going to be delivered by end of March, in year 1 and thereafter in years 3 – 5.

## Hybrid working engagement plan (item 5)

1. Eileen Platt confirmed details of the hybrid working engagement plan which will consist of a series of drop-in sessions for staff to book onto, listening events, and a page on NICE Space which will have an FAQs, details of the four contracts, and a blog. An all staff email containing details of the engagement activity will be sent out on 3 January, with a follow up YW@N reminder in February. Eileen asked if more ET members could volunteer for the drop-in sessions and agreed to send out the dates. She will also attend the SLF meeting in January.
2. There will be two types of drop-in sessions, one with an ET member present to talk about the different contracts and a Q&A discussion. HR team will also lead sessions looking at HUHDHT and HCAS queries. The plan was to have all the staff feedback collated to share with ET on 21 February.
3. Directors were asked to speak with their teams during January to get a sense of the feelings and share feedback at ET in January.

**ACTION: All**

**Strategic planning (item 6)**

1. **Board session** - Following the discussion at the December board meeting, Naomi Lee summarised the board’s feedback, asked whether anything was missing, and outlined the next steps. Naomi to incorporate all the board and ET’s comments into the strategic planning slides and re-issue them to ET for final edits this week.

**ACTION: NL**

1. **Guiding coalitions** – Membership of the seven ‘golden bar’ guiding coalitions were reviewed and additional members suggested. The ET leads for each were asked to confirm their core membership to Naomi by close of business on Wednesday, and to arrange a date to hold a face to face meeting by mid-January so that everyone is up to speed by the time of the facilitated workshops at the end of January/early February. By the end of this week, the ET leads were asked to agree a date for their first guiding coalition meeting. There was some concern about the availability of people over Christmas to be able to confirm dates for January, but a pragmatic approach of having as many people as possible present, was agreed.

**ACTION: ET leads**

## Crowdsourcing (item 7)

1. Hilary Baker gave an update on next steps following the decision making workshop on 13 December. A smaller project group will continue working on ideas to agree by mid-January 50 quick wins, 2 – 4 innovative ideas and 10 cross organisational themes, within four challenge areas. A further meeting with the community champions is agreed for 16 January to confirm the ideas to be taken forward so that work can begin.
2. Hilary was asked to produce a single graphic slide explaining the next steps, for communicating to staff. It was noted that staff will need to be released from teams to work on the ideas, but the time allowed should be contained to a reasonable level. Hilary was also asked for a lessons learned session to be organised.

**ACTION: HB**

# Operational Management Committee (item 8)

1. ET noted the minutes of the OMC meeting held on 5 December 2022.

## Other business (item 9)

## Potential strike action (item 9.1)

ET considered whether there was likely to be an impact on NICE of strike action taken by UNISON members. Sam Roberts provided feedback from her discussion with the TU reps. As yet it has not been confirmed whether a strike would go ahead. NICE will be given 2 weeks prior notice, during which will be possible to assess if there is likely to be any disruption to planned committee meetings.