**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 11 July 2023

## Present

Sam Roberts Chief Executive (chair)

Jonathan Benger Chief Medical Officer and interim Director, Centre for Guidelines

Helen Brown Chief People Officer

Mark Chapman Interim Director, Medical Technologies and Digital Evaluation

Paul Chrisp Head of Publishing and Products

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Naomi Lee Head of Organisational Transformation

Alison Liddell Interim Director, Digital, Information and Technology

Clare Morgan Director, Implementation and Partnerships

Boryana Stambolova Interim Director, Finance

## In attendance

Jenniffer Prescott Programme Director, HTA Process and Operations

Nicky Tyson OD and EDI Consultant (item 4)

Jean Bennie Senior Technical Analyst (item 4)

Kevwec Okoro Technical Analyst (item 4)

John Pegington Head of Financial Management (item 5)

Hilary Baker Programme Director – Transformation (item 7)

David Coombs Associate Director Corporate office (items 6.2 and 9.1)

Elaine Repton Corporate Governance & 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. No new interests were disclosed.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 13 June 2023 were agreed as a correct record.

## Review of the action log (item 3.2)

1. The actions were reviewed, and the following updates discussed:
2. **UK Pharmascan** – the issue of the longer term funding was still unresolved. In view of VPAS funding now being in question, Mark Salmon was asked to consider alternative options.

**Action: MS**

1. **Fixed term, part-time and temporary working principles** – fixed term contracts were still under discussion, however part-time and temporary contracts had been agreed with Unison and were ready for presentation at the next OMC meeting for sign off.

**Action: HB**

1. **Templates for guidance products** – it was noted that Hayley Garnett was making good progress developing the templates, but the issue was the governance around templates. It was agreed that this was a matter for consideration by the OMC rather than GE.

**Action: PC**

## Transformation (item 4)

## Staff network update – Race Equality Network (item 4.1)

1. Jean Bennie and Kevwe Okoro joined ET to give an update on the achievements of the REN and also to reflect on their personal experiences, and to ask the ET what it thinks the future of the network should be. ET shared their absolute support for everything the network has delivered in the past 18 months, which has been significant and should not be underestimated, whilst accepting however, that changing culture within an organisation is difficult, and it takes many years to see the tangible impact.
2. Jean proposed moving away from a network that is data and target driven, to a steering group structure, (similar to the Women in NICE group), with a focus on race equality issues which really matter to colleagues.
3. ET discussed succession planning for all the network chairs in terms of balancing the time requirements with the demands of ‘the day job’. It was agreed that clarity of the role was important so that the wider staff group did not have unrealistic expectations of the networks.
4. Identifying successors was proving to be a challenge. Directors were asked to think about potential leaders within their teams who are passionate about the issues and may be willing to lead one of the networks. It was agreed that Helen Brown, Nicky Tyson and Naomi Lee think about how they can support with the appointment of a new REN chair and vice chair, including whether a slot on an all staff meeting would help.

**Action: HB/NT/NL**

## Finance and commercial update (item 5)

1. The M3 financial position was reviewed which showed a deteriorating trend compared with both M2 and the same period last year. Boryana highlighted the most concerning budget lines – TA income recovery, NICE Scientific Advice and NICE International income and the impact of the additional pay increase. The M3 overall position was a forecast deficit of £1.9m in revenue. Taking all this into account, a Q1 forecast will be undertaken to show the impact on the year end position.
2. ET discussed a range of financial management measures to rectify the position, so that an update can be given at the July board meeting. Jenniffer Prescott outlined plans within CHTE to reduce costs and increase income, primarily in the TA programme. ET agreed that plans to bridge the gap in TA income, and options for additional cost savings be brought to ET next week for discussion, as a matter of urgency.

**Action: JP/BS**

1. The position on the use of contingencies and reserves was noted. Reserves will only be used to support the highest priority investments, rather than a first come first served business case basis. Helen Brown was asked to confirm with ET next week, a timeline for setting up the vacancy panel.

## Review of the July board papers (item 6)

## Reputational research paper (item 6.1)

1. Jane Gizbert presented a revised reputational research paper including ET’s comments from the discussion on 4 July and sought any further feedback ahead of the board meeting.
2. ET agreed NICE was still well respected amongst its core audiences but there were some clear areas of improvement with MPs and the charity/patient advocacy sector. The business plan reflects this message. The difficulty of some audiences wanting NICE to change, but others wanting it to remain the same, was recognised as a tricky balance for NICE to get right. ET agreed that the balance was to deliver for patients and the health care system, whilst also trying to support the life sciences system.
3. Jane was requested to frame the cover paper to reflect the difficulty of achieving a balance across all audiences, and asked to reduce the number of supporting slides for the board meeting.

**Action: JG**

## Integrated Performance Report (item 6.2)

1. ET reviewed a draft integrated performance report for the July board meeting and agreed the overall picture was positive, with some minor amendments required to some graphs.
2. There was discussion about progress with developing the product and channel strategy which needed the scale and scope of this work to be clarified and aligned with the commercial strategy.
3. As month 1 data was not available for some measures, it was agreed to show the YTD figure and explain this in the cover paper. The board will be asked to provide feedback so that the format of the IPR can be further adapted.

## Transformation progress update (item 7)

1. Naomi Lee highlighted activities planned in the coming months to deliver the strategic plan objectives. A discussion on how the programme boards are working will be covered on 25 July informal ET meeting. Hilary confirmed the new arrangements to enable the SROs to set the agendas for the programme board meetings and update their status reports, rather than the transformation team doing this.

## People update (item 8)

## KPIs (item 8.1)

1. ET reviewed the people KPIs which now included headcount and FTE figures by month. Helen Brown and Boryana Stambolova were looking at the headcount figures to achieve a consistent position across all reports.
2. Helen confirmed all mandatory training is now being tracked through ESR. In relation to the recent staff pulse survey, the participation level had reduced to 54%. Figures by directorate will be shared.

## Risk (item 9)

## Strategic risk register (item 9.1)

1. ET noted the suggested updates to the strategic risk register.

## Risk ‘deep dive’ – Topic selection

1. Jonathan Benger presented a deep dive assessment of the topic selection risk in the ‘bow tie’ format, which enabled greater analysis of the preventative and mitigating controls. ET noted the risk had been reduced from red to amber in light of the strategic aim to develop an integrated topic selection function, but the additional risk is that NICE can do the prioritisation but does not having the products to address the risk. It was queried whether this aspect should be an additional risk in the register, as NICE is viewed by its users as the solution for providing the tools that NICE guidance does not address. This then risks stakeholders using other sources of guidance and products.
2. It was agreed not to add a further risk at this stage. In September the audit & risk committee will review the transformation ‘bow tie’, with topic selection being discussed in November 2023.

## Outstanding internal audit recommendations (item 9.2)

1. The outstanding internal audit recommendations were noted. Good progress has been made to reduce these down to three. Hilary Baker was requested to respond to the two project management actions. The list of senior managers still to complete the contract management training was to be circulated to ET to chase up their team members.

**Action: ER**

## Items for information (item 10)

# Operational Management Committee (item 10.1)

1. ET noted the minutes and actions from the OMC meeting held on 5 and 19 June 2023. Some of the key issues were highlighted, including progress with the non-staff travel and subsistence policy and hybrid working.

## Other business (item 11)

## ET papers to be shared (item 11.1)

ET agreed all papers could be shared with senior leaders except the reputational research paper which will be considered by the board before sharing more widely.

## Manchester office lease (item 11.2)

Boryana Stambolova advised ET that the Government Property Agency has requested NICE to take over the lease for the Manchester office. At present, NICE is a sub-tenant therefore the model will need to be reviewed. It was agreed that Boryana would take this forward with Helen Brown and a DIT representative to explore the options.

**Action: BS & HB**

## Review of meeting – keep / change (item 11.2)

It was a long agenda which made the afternoon session challenging. A slightly different format was agreed for future formal ET meetings, including a get together on Monday evenings, and the meeting timeslot amending slightly to a 10am start and 3pm close.