



ExCo Minutes (final)

ExCo/21/002

Title of meeting	Executive Committee meeting
Date	01 December 2020
Time	09.00 – 11.00
Venue	MS Teams meeting
Chair	June Raine
Attendees	ExCo
Apologies	None

Full meeting attendees

June Raine	Chief Executive Officer (Chair)
Jon Fundrey	Chief Operating Officer
Samantha Atkinson	Chief Quality and Access Officer
Christian Schneider	Chief Scientific Officer
John Quinn	Chief Technology Officer
Carly McGurry	Change Strategy Lead
██████████	Deputy Head of Directorate

Attendees for part of the meeting

██████████ for item 7: Management Committees Terms of Reference

1. Apologies and Announcements

1.1 Dr Raine welcomed all attendees to the meeting.

2. Draft Minutes of the 17th November 2020 ExCo meeting (ExCo/20/048)

2.1 The ExCo reviewed the draft minutes of the 17th November 2020 ExCo meeting and provided comments.

3. Final minutes of the 3rd November 2020 ExCo meeting (ExCo/20/049)

3.1 The ExCo noted the final minutes of the 3rd November 2020 ExCo meeting.

4. Actions Log (ExCo/20/050)

4.1 The ExCo reviewed the actions log and provided comments.

FOR DECISION – DYNAMIC ORGANISATION

5. Future Operating Model – next steps (ExCo/20/051)

5.1 ██████████
██████████

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6. Management Committee Terms of Reference (ToR) (ExCo/20/052)

6.1 Carly McGurry and [REDACTED] presented the ToR for each of the ExCo’s sub-committees. The ExCo noted that as some committees are currently being established, the ToR for the Strategic Change Committee, Resources Committee, Delivery and Performance Committee, Data, Digital and Technology (DDaT) Committee and the People and Culture Committee were reviewed.

6.2 The ExCo noted that some meetings of the committees are underway and others are just beginning to meet. The ExCo agreed the approach taken to the variance thresholds for budget control, and agreed that with regards to IT spend a funding envelope will be defined which the DDaT committee will control. Any strategic investment must be considered by the Strategic Change Committee. The financial delegations should be explicitly described.

6.3 The ExCo noted the importance of getting the reporting via the balanced scorecard up and running; it was noted that a first draft of the balanced scorecard will be prepared for the Board meeting in January 2021. ExCo should consider how best to report on performance from their respective portfolios to feed into the balanced scorecard.

6.4 The ExCo noted the importance of differentiation between corporate and project risks. As soon as any project risks become corporate level these will be escalated to be reviewed at the Risk and Audit Liaison Group. The ExCo were assured that the committees are arranged so as to work constructively together and avoid gaps or conflicting business decisions.

Action: Define how financial delegations are managed and documented. Present first draft of balanced scorecard to the Board in January 2021; ExCo to consider how best to report on performance from their respective portfolios to feed into the balanced scorecard.

7. Technology investment status and next steps (ExCo/20/053)

7.1 The ExCo discussed next steps in relation to the reduction in the budget for technology investment. John Quinn will draft some questions to aid a full discussion by the ExCo.

PATIENT SAFETY/MARKET ACCESS

FINIANCIAL SUSTAINABILITY

8. Next steps on business planning (ExCo/20/055)

8.1 The ExCo discussed next steps on business planning. At its last meeting the Board agreed to a 2-year Agency Delivery Plan to replace the Corporate and Business plans. The ExCo agree that the Chief Officers should lead the process, and the plan should emphasise the four strategic priorities throughout the report. The ExCo agreed accountability for the business priorities to set overall framework.

PAPERS FOR INFORMATION

9. AOB

9.1 No items of AOB were raised.