**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 11 January 2022

## Present

Gill Leng Chief Executive

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

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Gail Allsopp Interim Chief Medical Officer

Jenniffer Prescott Programme Director, HTA process and operations

Jonathan Waghorne Chief of Staff

Elaine Repton Corporate governance and risk manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Meindert Boysen who was represented by Jenniffer Prescott.
2. ET welcomed Gail Allsopp to NICE.

## 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 4 January 2022 were agreed as a correct record subject to the following amendments:
* Minute 32 to read – A set of slides has been produced, including a flowchart showing an overview of the current COVID-19 Therapeutics Taskforce Access Pathway, which it was agreed should include a brief overview of all NICE’s role and that of partner organisations.
* Minute 33 to read - There are a number of issues still to work through to be confident we have a full list of transferring staff and that all the necessary HR checks have been completed.

## Matters arising (item 3.2)

1. The actions from the meeting held on 4 January 2022 were noted as complete or in hand.
2. Jenniffer Prescott confirmed that some of the non-Executives had been contacted to discuss the proposal to introduce a portfolio appraisal. She noted that the Chairman has asked for the paper to be deferred to the February board strategy meeting.
3. Mark Salmon was preparing a short brief on the rationale for closing NICE Evidence Search to be included in the CEO’s update to the January private board. It was noted that his team had met with a group of the librarians in December to discuss their concerns, therefore it was not intended to meet with them again at this point. A paper will come to ET on 25 January to consider how NICE positions itself with HEE, including information resourcing to the wider health system.
4. Nicole Gee agreed to follow-up the provision of staff turnover figures to Directors for their information.
5. It was noted that Kendall Jamison Gilmore had submitted four topics for the policy that works conference commencing in February and was awaiting the next stage.
6. Alexia Tonnel confirmed that IT system issues in December which affected email had been resolved but there was still a need to agree and document how the IT Helpdesk escalates issues in emergency situations.
7. ET discussed the numbers of staff currently off sick and the impact this was starting to have on some central support teams, including in HR and IT. It was confirmed that single tender exceptions could be used for urgent temporary recruitment if required. It was expected that the number of COVID cases was likely to start reducing soon, therefore it was agreed to monitor the position rather than take any direct action at this point. Directors were asked to raise any specific concerns at ET, should resources need to be moved temporarily across directorates to help out.

## Hot topics (item 4.1)

**Collaboration with MGP revenue opportunities** – Paul Chrisp raised an opportunity to collaborate with MGP Limited (now acquired by Medscape), to use NICE guidelines and target them at clinicians as ‘medical education content’ sponsored by a pharma company which would lead to income generation for NICE. ET was in agreement in principle to discussions taking place with MGP, subject to a number of caveats being explored further around risk, reputation, and maintaining NICE’s independence. Paul Chrisp was asked to speak with Mark Salmon and Iain Moir to understand the extent of the external collaboration that is already taking place to ensure a co-ordinated approach.

**ACTION: PC**

1. **Business planning** – ET noted that the DHSC had shared its business planning priorities for 2022/23 with its sponsor teams, which will need to be taken account of in ALB’s business plans. Jennifer Howells will be summarising these for the business planning session at ET next week. Nicole Gee requested early sight of the priorities as she will be missing the next three ET meetings.

**ACTION: JH**

1. **Recruiting to technology appraisal committees** – Jenniffer Prescott reported that CHTE has experienced difficulties in recruiting practising clinicians to chair a technology appraisal committee despite two rounds of recruitment. It was expected that the current pressures in the health system were impacting people’s availability. ET queried why the chair has to be a practising clinician. It was agreed that CHTE should review their recruitment criteria to consider amending the requirement if it is causing a barrier.

**ACTION: JP**

1. **New CEO induction** – Jon Waghorne advised that an external engagement plan for Sam Roberts was being developed to introduce her to key stakeholders. Directors were asked to put forward the names of contacts who they think would be useful for Sam to meet.

**ACTION: All**

## Items for decision (item 5)

There were no items for decision.

## Strategic risks (item 6.1)

1. ET reviewed the strategic risk register ahead of its submission to the audit and risk committee on 26 January. ET agreed the revised text and supported the request to amend the ‘economic’ section to ‘financial sustainability’. It was also agreed to change the following risk scores:
* Risk 1.1 – increase the target rating from green to amber
* Risk 2.2 – reduce the current rating from red to amber
* Risk 2.4 – to request the audit and risk committee to consider reducing the current rating from red to amber
1. ET supported Gill Leng highlighting to the committee that risks 1.1 strategic relevance; 3.1 financial sustainability; and 2.4 senior capacity are the current issues of most concern to ET.

**ACTION: ER**

## Update on decommissioned services (item 6.2)

1. Gill Leng advised that she had reviewed the paper produced by Jennifer Howells and approved at the board in January 2021 noting that the list was almost complete. ET discussed the communication that took place around the decommissioning decisions and recognised the need for a formal planning process to manage the closing down of activities which is fully joined up across the teams involved. Nicole Gee also mentioned the need for robust change management processes where there is an impact on staff
2. It was agreed that it would be helpful for Sam Roberts to have a brief update on progress against each decision. Jon Waghorne agreed to prepare a briefing for Sam with input from the relevant ET leads.

**ACTION: JW**

## Guideline development centre contracts (item 6.3)

1. Paul Chrisp updated ET on progress with the transfer of the guideline development centre staff into NICE from 1 April 2022. There will be a directorate meeting for the Centre for Guidelines staff on 12 January which will provide updates on all the issues being progressed. There are also two consultation meetings with the transferring staff on 17 January, preceded by a project board meeting in the morning.
2. The issues around the layers of line management are still to be worked through once the staff are in place. The Rapid C-19 team will move back into the Centre and some of the transferring staff will move into the Information Services team in SEA Directorate. A change management plan will be worked on in Q2 – Q3 2022/23.
3. Jennifer Howells asked about oversight of the key risks and mitigations, and asked whether a project status report to ET would be helpful. Paul and Jennifer agreed to discuss this separately.

**ACTION: PC/JH**

## Review of the meeting (item 8)

ET welcomed the shorter agenda due to a number of papers being deferred. Gill Leng reviews the ET agendas in advance with David Coombs and agreed to check subsequent meetings were not too paper heavy.

## Other business (item 9)

**Chief Executive’s leaving date** – ET discussed the communication of Gill Leng’s leaving date and arrangements for staff to have the opportunity to say goodbye. It was agreed that Gill would send an all-staff communication to confirm her leaving date and encourage colleagues to join the all-staff meeting on 27 January. Nicole Gee advised that she was working with a project group to agree the content of the meeting. Options were also discussed to offer all staff an informal coffee catch up with Gill on 28 January.

**ACTION: GL**

**Contract extension (MAGICApp)** – ET noted that the current contract with MAGICApp has been extended until February 2023 whilst further investigative work takes place.

**Deputy CEO role –** Gill Leng confirmed that Meindert Boysen has asked to step down as the Deputy Chief Executive at the end of January 2022. The new CEO will review the position once she has taken up her role.