**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 18 January 2022

## Present

Gill Leng Chief Executive

Paul Chrisp Director, Centre for Guidelines

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

Grace Marguerie Associate Director, HR

Jonathan Waghorne Chief of Staff

David Coombs Associate Director, Corporate office (items 5, 6.1 and 7.1)

Malik Pervez Associate Director, DIT Infrastructure and operations (item 6.3)

Kendall Jamieson Gilmore Associate Director, Strategy (item 7.1)

Elaine Repton Corporate governance and risk manager (minutes)

**Also present**

Niki Parker Head of Internal Audit, GIAA (item 6.2)

## Apologies (item 1)

1. Apologies for absence were received from Meindert Boysen and Nicole Gee who were represented by Jenniffer Prescott and Grace Marguerie.

## 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 11 January 2022 were agreed as a correct record subject to the following amendment:

* Minute 23 to read – 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.

## Matters arising (item 3.2)

1. The actions from the meeting held on 11 January 2022 were noted as complete or in hand.
2. ET noted that the external engagement plan as part of Sam Robert’s induction will come to ET for review on 1 February.

## Hot topics (item 4.1)

**Membership of Guidance Executive** – ET approved changes to Guidance Executive membership and agreed that the terms of reference be updated to reflect the changes: The NICE CMO to replace the Patient Safety Lead and the Associate director for media relations will replace the Director of Communications.

**ACTION: DC**

1. **Update on finances** – Jennifer Howells briefed ET on the latest information and timeframe from the DHSC regarding the financial settlements for 2022/23. Final notifications were not expected until the end of March. The DHSC has requested high level business plan proposals from Sponsor Teams by 4 February, meaning NICE will have to make a draft submission by the end of January. In view of Sam Roberts joining on 1 February, Jennifer was asked to make a request to the Sponsor Team for NICE to be allowed one or two days leeway on the deadline, to allow discussions with Sam.

**ACTION: JH**

1. ET discussed the savings which ALBs have been asked to deliver and the impact this will have on the ability to fund all the strategic ambitions for next year and future years. It was agreed that Jennifer would prepare an ‘early’ template return for an initial discussion at ET next week. This should assess the implications of the various scenarios, including the requested budget reduction, the CSR and OLS bids, and options around TA charging, and to consider the impact of the combined pressures over a three year trajectory.

**ACTION: JH**

1. **Lifting of Government restrictions** – It was expected that the Government will shortly be making an announcement to lift some of the COVID restrictions, including the work from home advice. ET was satisfied that both offices should be made available to staff with immediate effect, subject to desks continuing to be booked in advance.
2. **Annual leave** – Grace Marguerie advised that the HR team is starting to receive requests regarding annual leave that staff are unable to take before 31 March due to workload pressures. ET ratified the previous decision to only allow a five day carry forward this year. It was noted that a very small number of business critical roles may need to be considered by exception.
3. **New senior appointment** – Paul Chrisp advised that Michaela Heigl will be joining NICE on 14 February 2022 as interim Chief Digital Products Officer.

## Items for decision (item 5)

## January board agendas (item 5.1)

ET reviewed the agenda and arrangements for the January private and public board meetings. The COVID public inquiry has been added to the morning session at the chairman’s request. Judith Richardson was asked to share the briefing on inclisiran (lipid pathway) with Gill Leng and Jennifer Howells in case of questions from the board. Gill Leng also asked for a briefing note on TA discounting.

**ACTION: JR/JP**

## Risk management policy (item 6.1)

1. ET was asked to provide feedback on a revised risk management policy which has been updated in response to an internal audit review. Jennifer Howells highlighted the material changes, including the proposal to adopt a 5x5 risk scoring matrix, which has been discussed previously at the Audit and Risk Committee (ARC). ET supported the policy being submitted to the ARC on 26 January for review, subject to the material changes being summarised in the cover paper.

**ACTION: ER**

## Draft internal audit plan 2022/23 (item 6.2)

1. Niki Parker joined the meeting to present a draft internal audit plan for 2022/23, based on discussions with Directors. The plan included six audits which ET was requested to confirm and agree the lead sponsors and proposed timings. The scope for the cyber security audit was discussed in view of the independent audit of the Data Security and Protection Toolkit (DSPT) being undertaken by NHS Digital in June 2022. It was agreed that the cyber security audit should take place in Q3/4 of 2022/23 and should not duplicate the remit of the DSPT review.
2. ET also discussed the scope of the partnership working audit to clarify exactly what the expected outcome will be to ensure added value. Niki Parker stated that it would have to be an assurance audit given the minimum number of audits in the plan. Judith Richardson commented that demonstrating the impact of our engagement with partners is a real challenge and hoped that the audit would help in consolidating and prioritising the approach to partnership working across the whole organisation. It was agreed that this audit should also take place towards the end of the year. Niki Parker agreed to make the updates and submit the plan to the ARC on 26 January.

**ACTION: NP**

## Annual cyber security report (item 6.3)

1. ET reviewed a draft paper for the ARC which provided assurance of NICE’s IT infrastructure security and resilience. Alexia Tonnel highlighted the areas for future investment, subject to financial constraints. ET requested amendments to explain technical language and also to highlight some of the successes in the cover paper. Subject to the amendments discussed, ET approved the paper for submission to the ARC.

**ACTION: AT/MP**

## Business case – Leadership and management development programme (item 6.4)

1. ET was asked to consider a proposal to submit a business case to the DHSC for permission to procure professional services to develop and deliver a leadership and management development programme. There were a number of queries raised primarily the source of funding and cost, the time requirement from staff, and whether it was appropriate to have the same company design and deliver the programme. Jennifer Howells advised that the procurement section of the business case needed more work and input from finance.
2. Grace Marguerie emphasised the need for a management development programme to support the cultural change work required to deliver the strategic priorities. There was agreement in principle to make a submission to the DHSC, subject to the detail of the business case being agreed separately with the CEO, Jennifer Howells and Nicole Gee.

**ACTION: NG/GL/JH**

## Strategic items (item 7)

## Business planning 2022/23 (item 7.1)

1. ET reviewed an early draft of the 2022/23 business plan based on submissions to date, discussed next steps and agreed the timescale for sharing a draft with the Board at the morning session of the March Board meeting, with a view to approving the final business plan at the May public Board meeting.
2. David Coombs and Kendall Jamieson Gilmore agreed to incorporate initial feedback, that being:

* slide 4 – update the introductory text to reflect the strategy
* slide 7 – ‘supporting national priorities’ to include COVID / Recovery / Reform
* slide 9 – remove this slide
* slide 13 – review with input from CHTE to agree the priority and use consistent language (MedTech or devices, diagnostics, digital health)
* slide 16 – move ‘integrated data hub’ to slide 13
* slides 13 – 16 remove reference to the strategic pillars 1 - 4
* slide 18 – change ‘engagement’ to ‘communications’
* slide 19 – ‘core activities’ requires more narrative to give context
* slide 20 – ‘people and resources’ amend to investment in management development
* slides 22 & 23 – budget section to be updated when the allocation is known.

**ACTION: DC/KJG**

## Guideline development centres (item 7.2)

1. Paul Chrisp gave an update on progress with the transfer of the collaborating centre staff into NICE. ET received the Project Board papers for information and noted the current issues. It was agreed just the progress report and risks log were sufficient for ET in future, to be reviewed every two weeks.
2. ET noted that the Centre for Guidelines directorate meeting took place last week and the first consultation meetings with the transferring staff were held yesterday. Questions included the alignment of job roles and the future operating model.

## Operational management committee (item 8)

1. Jennifer Howells briefed ET on the main items discussed at the Operational Management Committee on 12 January and reminded Directors to forward any operational matters to the OMC rather than ET.

## Review of the meeting (item 9)

ET was reminded that any requests for funding should first be shared with the finance team for input before coming to ET for discussion.

## Other business (item 10)

**Data framework for RWD** – It was queried whether the data framework could be included on the NICE website for external comment before coming to ET in February. It was agreed that the paper should come to ET first for discussion.

**Future ET meetings** – It was noted that Sam Roberts is intending to be in the office for the weekly ET meetings, alternating between London and Manchester, and invites ET colleagues to also attend in person if they wish.