**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 1 February 2022

## Present

Sam Roberts 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

Jeanette Kusel Director, Scientific Advice

Grace Marguerie Associate Director, Human Resources

Jonathan Waghorne Chief of Staff

Kendall Jamieson Gilmore Associate Director, Strategy (item 7.2)

Sanjay Tanday Associate Director, Communication Content and Channels (item 7.3)

Angela Wallace Marketing Communications Manager (item 7.3)

Nick Crabb Programme Director, Scientific Affairs (item 8.2)

Koonal Shah Associate Director, Science Policy and Research (item 8.2)

Katharine Cresswell Senior Public Engagement Analyst (item 8.2)

Elaine Repton Corporate governance and risk manager (minutes)

## Welcome and introductions (item 1)

1. Directors welcomed Sam Roberts as NICE’s new Chief Executive and introduced themselves.

**Apologies for absence (item 2)**

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

## Declarations of interest (item 3)

1. The previously declared interests were noted. Sam Roberts’ interests had been added to the register.

## Notes of the previous meeting (item 4.1)

1. The minutes of the meeting held on 25 January 2022 were agreed as a correct record, subject to the following amendment:
* Minute 19 to read - Jennifer Howells requested a further discussion of the financial impact of decommissioning services to understand how the resources are being re-invested, and also how the funding which NICE will be losing, is going to be covered.

## Matters arising (item 4.2)

1. The actions from the meeting held on 25 January 2022 were noted as complete or in hand.
2. Felix Greaves confirmed that negotiations were ongoing with HEE following the request for additional funding to support NICE taking on the contract management of three national subscriptions. Jeanette Kusel asked whether the new MoU should be extended to include NICE’s International work and other areas of collaboration. It was agreed that these would be considered for inclusion at the next iteration. Alexia Tonnel also queried where the digitisation of content would be captured. Sam Roberts agreed to discuss the draft MoU with Navina Evans at their forthcoming meeting.

**ACTION: SR**

## Hot topics (item 5.1)

**DHSC finance return** – Jennifer Howells gave an update on negotiations with the DHSC following receipt of the 2022-23 business planning commission and advised ET of NICE’s response in the draft return made on 28 January, which she agreed to share with ET. Discussions were also continuing with the OLS in relation to the research bids put forward.

**ACTION: JH**

ET considered next steps between now and the end of March when the financial offer was expected to be confirmed by DHSC. It was agreed that ET needed to undertake a prioritisation exercise of the bids and pressures presented last week, alongside a discussion of income generation streams and external partnering opportunities. It was agreed that Jennifer Howells, Sam Roberts and Jonathan Waghorne would work on developing a process for the prioritisation exercise for agreement at ET next week, which should involve discussions with directors, staff and the board.

**ACTION: JH/SR/JW**

1. **Equality, diversity & inclusion staff networks** – Jennifer Howells advised that the EDI staff networks were keen to have more of a voice across NICE and have requested an ET or senior manager as a sponsor for each of the three staff networks. Gail Allsopp, Alexia Tonnel and Judith Richardson volunteered to be an ET sponsor. It was also agreed to ask the Senior Leader’s Forum whether any senior managers would like to join the networks to raise their profile further.

**ACTION: JH**

1. **Development opportunity, Academy of Medical Sciences** – An opportunity to take part in the next cohort of the Academy’s Future Leaders in Innovation, Enterprise and Research programme was shared. Directors were asked to gauge interest from their teams, with the caveat that any applications should be linked to the skills and capabilities mapping work and be considered alongside other academic programmes on offer.

**ACTION: All**

## February Board strategy meeting (item 6)

ET agreed items for inclusion in the CEO’s update to board, including: return to the office, societal perspectives, health inequalities, budget update and digital therapeutics. The Field Team will join the meeting to update the board on key issues and challenges in their areas of the country.

Grace Marguerie confirmed the issues which will be included in the people and OD update. It was noted that the whole board has not yet been involved in the discussions on organisational culture, therefore might want to explore this further. Grace agreed to raise this with Nicole Gee on her return. Directors were asked to send their contributions to Jonathan Waghorne by end of 2 February.

**ACTION: All**

Judith Richardson raised that it would be helpful to have clarity in February, whether the board wants to discuss health inequalities in the morning private session in March, as well as the NICE Listens: health inequalities paper in the public session. A debate at the morning session would give the opportunity to talk to the board about NICE’s wider role in health inequalities.

**ACTION: JR**

## Items for decision (item 7)

## COVID 19 office protocol (item 7.1)

1. Grace Marguerie informed ET that a staff communication was being prepared for publication this week, to provide guidance on returning to the office. The DHSC had recently requested feedback from its ALBs on their intentions. Grace agreed to work with Jane Gizbert’s team to agree the communication.

**ACTION: GM/JG**

1. ET noted the communication will outline the intention to move back to the ‘heads up, heads down, heads together’ approach agreed in November. This means managers and their teams agree when it is appropriate for them to be in the office together for collaboration. Both offices are now open and advance desk booking is required. There is currently no mandatory attendance, with one day per month set aside for directorate days, where those staff have priority over desks.
2. ET members were asked to speak to their teams about the offices reopening and reinforcing the heads up, down, together principle and give a verbal update on how they are approaching this in their directorate at the informal ET meeting on Thursday.

**ACTION: All**

1. It was noted that some teams are keen to have certainty over the longer term direction as they are experiencing some impact on recruitment from applicants who want a flexible contract. Grace advised she was producing a guide for teams which will come to ET in two weeks for discussion.

**ACTION: GM**

1. The position will be monitored between now and the end of March, at which point a report will be presented to the board for consideration. Jennifer Howells advised that there are a number of issues which need careful consideration including the financial implications of home based contracts in relation to travel expenses and the HCAS for London based staff if they are not travelling into the office. The Operational Management Committee will consider the HCAS implications in more detail and make a recommendation to ET.

**ACTION: JH**

## Strategy Development Group (item 7.2)

1. Kendall Jamieson Gilmore joined the meeting to request ET approval of a terms of reference for the Strategy Development Group whose purpose was to support the review of the NICE 5-year strategy, monitor and analyse its impact both internally and externally, and work to ensure it remains relevant to, and at the heart of, NICE’s core business.
2. ET queried whether representation was required from HR, the Centre for Guidelines or Science, Evidence and Analytics directorate. Following discussion, it was agreed to support the proposed membership and terms of reference for now but to invite other senior staff to meetings if required when next year’s strategic priorities are agreed.

## Annual report and accounts (item 7.3)

1. ET was updated on production of the annual report and accounts for 2021/22 and requested to provide feedback on the proposed topics for inclusion in the performance report. The comms team was asked to include:
* Use of Real World Evidence
* Antimicrobials
* Collaboration agreements NHSE and the CQC
* Work with the Integrated Care Systems
* NICE International strategy and international collaborations with Canada and Australia and the UK devolved administrations
* The move to guideline topic suites
* Health inequalities
* COVID-19 – support to the system
* Quantifying the value of NICE’s impact
1. ET requested the focus be on the difference NICE is making to people’s lives in terms of outcomes, including cases from the various impact reports. Any further ideas/feedback was asked to be forwarded to Angela Wallace.

**ACTION: All**

## Strategic items (item 8)

## CEO media and engagement plans (item 8.1)

1. Sam Roberts shared her plans for engaging internally and externally during her first 90 days in post. In terms of NICE’s priorities for the year ahead, Sam confirmed she has spoken with the non-executive directors individually to hear their views, and they are clear on the areas where NICE should lead and the areas where NICE should support.
2. As discussed earlier, ET will re-prioritise the strategic objectives against the budget allocation for next year, starting with NICE’s core purpose and where it can have the biggest impact for patients and clinicians. Sam advised that she has started a piece of work to map priorities which she will share with ET and Jon Waghorne is setting up a central repository for readouts for external meetings to use as a single source of information while options around the CRM transition are considered.

**ACTION: JW**

## NICE Listens health inequalities project (item 8.2)

1. ET reviewed a draft paper for the March public board meeting which presented the findings and recommendations from the NICE Listens health inequalities project and a summary of evaluation findings to inform future NICE Listens projects.
2. It was acknowledged that NICE had already undertaken a significant amount of work on health inequalities, but that a clear steer was now needed from the board on what it sees as NICE’s role in this complex area. The paper was approved for discussion at the public meeting and Felix Greaves and Judith Richardson were asked to agree the approach to the session in the private meeting.

**ACTION: JR/FG**

## Guideline development centre contracts (item 8.3)

1. Paul Chrisp provided an update on progress with the collaborating centres transfer. Letters have been sent to the NGA and NGC committee members who are working on NICE guidance. There is a further consultation meeting with the NGA staff this week.
2. Alexia advised that it has been difficult to engage with one of the IT teams and a system issue has come to light that was not anticipated, and which will require additional support from Civica to resolve.
3. ET noted the current position and briefly discussed the cultural issues of bringing staff together from two different organisations. Paul advised that work on the new operating model for guidelines will begin soon and the timing of the transfer will allow the new staff to help shape the new model.

## Operational management committee (item 9)

1. Jennifer Howells highlighted the decisions made at the OMC meeting on 24 January. ET noted the minutes of the meeting and the action log.
2. An issue was raised about the office desk layout which does not allow for close working, specifically for finance staff when they need to sit alongside colleagues to review documents. Consideration was being given to opening the meeting pods which might provide a solution.

## Review of the meeting (item 10)

ET agreed it was a positive meeting. Sam Roberts advised that she was intending to be in the office on Monday, Tuesday and Thursday and would rotate attendance at ET between the two offices. She would like all ET to meet in person once per month.

## Other business (item 11)

Directors were asked to share their contact details with Sam and add her to the ET WhatsApp group for business continuity purposes.

**ACTION: GM**