**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 22 February 2022

## Present

Sam Roberts 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

Jeanette Kusel Director, Scientific Advice

Jonathan Waghorne Chief of Staff

Kendal Jamieson Gilmore Associate Director, Strategy (item 6.1)

David Coombs Associate Director, Corporate Office (item 6.1)

Elaine Repton Corporate Governance and Risk Manager (minutes)

**Apologies for absence (item 1)**

1. Apologies for absence were received from Meindert Boysen who was represented by Jeanette Kusel, and from Gail Allsopp.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3.1)

1. Approval of the minutes of the meeting held on 15 February 2022 was deferred to next week’s ET meeting.

## Matters arising (item 3.2)

1. A review of the actions from the meeting held on 15 February 2022 was also deferred.

## Hot topics (item 4)

There were no hot topics discussed.

## Items for decision (item 5)

## Conference attendance (item 5.1)

The paper was deferred to next week.

## Strategic items (item 6)

## Prioritisation of business plan and strategic priorities for 2022/23 (item 6.1)

Sam Roberts introduced a slide set the purpose of which was to confirm a process for agreeing NICE’s priorities in 2022/23.

ET first reviewed a draft vision and the core activities required to deliver this. ET members broadly supported the proposals, subject to some comments, which would be used to refine the wording.

ACTION: JW/SR

Each director then shared their top priorities for 2022/23 to allow a collectively agreed set of 4 priorities to be reached: a non-COVID living guideline; a fast-track TA programme; contingent approval for digital health technologies; and an overarching transformation objective covering culture, technology and process improvement. It was agreed that the Transformation Portfolio Board meeting on 23 February would be used to further discuss the deliverables for these and the ET leads.

**ACTION: KJG**

ET then reviewed the remaining priorities identified by the individual directors prior to the meeting and categorised these into those which:

* + could be delivered by teams within existing resources without detriment to the 4 high priority areas
  + were not resourced and should therefore be deprioritised for 2022/23
  + it was unclear whether they could be delivered within existing resources.

Between now and the ET meeting next week, directors were asked to look at their priorities in this third category and come back to ET with a view on whether they could be delivered within their available resources or would instead need to be deferred to a later year. Sam Roberts offered further individual meetings for directors who would find a further discussion helpful, and asked directors to set these up if required.

**ACTION: All**

It was also agreed that the purpose of the all-staff meeting on 24 February will be to discuss the vision and share details of the process of prioritisation.

**ACTION: SR/JW**

## Guideline development centre transfer (item 6.2)

1. Paul Chrisp briefly updated ET on progress with the collaborating centres transfer, noting that the financial position and some IT issues were still the key areas of focus.

## Return to the office feedback (item 7)

1. Discussion was delayed to the next week.

## Review of the meeting (item 8)

1. No comments.

## Other business (item 9)

No further items of business were raised.