**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 22 March 2022

## Present

Sam Roberts Chief Executive

Gail Allsopp Interim Chief Medical Officer

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Helen Knight Acting Interim Director of Medicines

Jeanette Kusel Acting Interim Director of Medtech

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Hilary Baker Programme Director, Transformation

Boryana Stambolova Deputy Director, Finance, Strategy and Commercial

Jonathan Waghorne Chief of Staff

Elaine Repton Corporate governance and risk manager (minutes)

David Coombs Associate Director, Corporate Office (items 7.1 and 7.2)

Emma Jones Editorial Adviser (item 8.1)

Moya Alcock Associate Director, Corporate Communications (item 9.1)

Danielle Mason Associate Director, Brand and Marketing (item 9.1)

Rebecca Smith Associate Director, External Relations (item 9.1)

Sanjay Tanday Associate Director, Content and Channels (item 9.1)

## Apologies (item 1)

1. Apologies for absence were received from Jennifer Howells who was represented by Boryana Stambolova.

## 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 15 March 2022 were agreed as a correct record subject to minute 12 being amended to read the budget for the leadership development training was £95k.

## Matters arising (item 3.2)

1. The actions from the meeting held on 15 March 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **Policy on declaring and managing interests for board members and employees** – Sam Roberts advised that she had discussed ET’s view with the chairman who was still considering the timing of a proposed amendment to the policy regarding restrictions on shareholdings. A further discussion was planned for later this week and Sam Roberts agreed to keep ET updated.

**ACTION: SR**

1. **ILAP cost recovery** – ET noted the proposal to introduce cost recovery for ILAP had been deferred for 6 – 12 months until further work has taken place. Helen Knight was in discussions with finance colleagues to agree how the work of the existing team is to be funded next year. Helen and Boryana to agree next steps and advise Sam Roberts.

**ACTION: HK/BS**

## Hot topics (item 4.1)

**NICE ‘friends and family’ event** – Jane Gizbert reminded ET of plans to hold an event in June 2022 to bring together all the NICE committee chairs and committee members. However, it has proved difficult to organise and the budget allocation was unlikely to cover the expected costs including travel and subsistence. It was agreed to cancel the event and concentrate efforts on NICE’s annual conference next year, but to think about inviting a wider audience to the committee chair’s bi-annual meeting with the CEO as way of keeping committee chairs and vice chairs engaged and supported. Jane Gizbert was asked to speak with David Coombs about extending the invitations to the committee chair’s forum, and to link in with Helen Knight and Paul Chrisp to agree attendees from CHTE and CfG.

**ACTION: JG/DC**

1. **Managed access** – Gail Allsopp raised the importance of the managed access team’s work and the need to agree who owns and leads on the data governance aspect. It was noted that the IG/RM team sits within the corporate office, but their expertise is not in clinical governance. It was queried whether there was a requirement to build clinical data governance skills within the SEA directorate. Felix Greaves advised that the internal research advisory group (IRAG) was already meeting, and he felt this role was likely to grow in the future. Nicole Gee requested that the skills mapping work be reviewed to assess what skills gaps were identified. It was agreed that Felix Greaves and Gail Allsopp would liaise with David Coombs, Brad Groves and Hannah Patrick as a starting point to assess what skills are required.

**ACTION: GA/FG**

1. **International women’s day** **8 March** – Nicole Gee asked Directors to encourage all their staff to watch the video of the talk that Yvonne Coghill gave to NICE employees as part of International Women’s Day.

## Prioritisation workshops (item 5)

1. ET discussed the feedback from the prioritisation workshops which were progressing well with good levels of attendance, in addition to the comments provided via the survey. There appeared to be overwhelming support from staff for the four proposed priorities for 2022/23 and a clear signal to get on with these objectives. There were comments about the need for greater collaboration between teams which will be addressed through the culture work and the digital enablers which will help teams to work more efficiently.
2. Hilary Baker shared slides outlining next steps which proposed moving to an SRO for each priority with an SRO support lead and an SRO led governance structure aimed at supporting and enabling rather than providing assurance. It was agreed to cancel the April transformation project board meetings and let each SRO determine the governance arrangements for their priority area. The next stage was to confirm governance arrangements and agree the resources required for delivery, the operational KPIs, key milestones and external engagement plans.
3. In light of the focus on the four priority objectives for 2022/23, Nicole Gee asked that ET be mindful of a ‘change stream’ to address the impact of any changes on staff where generic roles may be required to move into different teams. Hilary Baker advised that a change impact map already exists, but it will need building on to give an organisation-wide perspective. Hilary agreed to share the slides on the ET teams channel.

**ACTION: HB**

**Return to the office feedback (item 6)**

1. ET reviewed summary feedback from each directorate on how often staff are attending the office and for what reason. The feedback indicated an increasing level of office attendance at least one day per week and teams were also starting to meet on directorate days and for team building sessions. The Manchester office appeared to be better attended than London.
2. Issues raised by staff included whether there will be further expectations on office attendance in the future (ie mandated days), travelling into the office was costly, what the longer term impact of home working is going to be for employment contracts and the HCAS. ET members were asked to let Nicole Gee have their thoughts on any further steps that need to be taken to ensure the success of hybrid working.

**ACTION: All**

## Board meetings (item 7)

## March board actions (item 7.1)

ET reviewed the actions from the March private and public board meetings. Felix Greaves asked that the action to report back on options for committees to adopt a wider societal perspective should come back to a private board meeting.

## April board strategy meeting (item 7.2)

ET agreed the agenda for the April board strategy meeting. It was uncertain whether the culture work will be ready for April. Sam Roberts and Nicole Gee agreed to discuss this outside of the meeting.

## Items for decision (item 8)

## Gender and gender neutral language (item 8.1)

1. Emma Jones advised ET of NICE’s style guide to use gender neutral language in guidance, including pregnancy and menopause, in line with NHS England, best practice and user research. There was support for the style guide amongst ET members and agreement that it needed to be communicated more widely, although this would need to be handled carefully given the sensitivity of the topic. It was agreed that Emma Jones be invited to a meeting of the NEDG and NICE & Proud groups to explain the rationale and share latest evidence from discussions with NHSE and RCOG.

**ACTION: NG/EJ**

## Strategic items (item 9)

## Developing key messages for NICE (item 9.1)

1. Jane Gizbert invited ET to comment on a new set of high level key messages for use across NICE to ensure all in internal and external communications give the same consistent messages. ET provided feedback on the NICE audiences slide, suggesting amendments to patients and public, life sciences industry and policymakers.
2. In terms of the key message triangle, ET made suggestions to some of the proof points and requested Jane’s team undertake further work. Dani Mason agreed to co-ordinate presentation of the next iteration with the draft brand strategy, which was work in progress, and due to come to ET in the near future.

**ACTION: JG/DM**

## Directorate level priorities: health inequalities (item 9.2)

1. This item was deferred until 5 April.

**Prioritisation (item 9.3)**

1. This item was deferred until next week.

## Guideline development centres (item 9.4)

1. ET noted the papers from the project board meeting on 14 March 2022.

## Review of the meeting agenda (item 10)

ET agreed the agenda was fine.

## Other business (item 11)

There were no further items of business.