**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 5 April 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

Jennifer Howells Director, Finance, Strategy and Transformation

Helen Knight Acting Interim Director of Medicines

Jeanette Kusel Acting Interim Director of Medtech

Judith Richardson Acting Director, Health and Social Care

## In attendance

Hilary Baker Programme Director, Transformation

Alison Liddell Programme Director, Strategy and Governance, DIT

Jonathan Waghorne Chief of Staff

Boryana Stambolova Deputy Director, Finance, Strategy and Commercial (item 4)

Martin Davison Associate Director, Finance (item 4)

David Coombs Associate Director, Corporate Office (item 6)

Moya Alcock Associate Director, Corporate Communications (item 7)

Danielle Mason Associate Director, Brand and Marketing (item 7)

Rebecca Smith Associate Director, External Relations (item 7)

Sanjay Tanday Associate Director, Content and Channels (item 7)

Grace Marguerie Associate Director, Human Resources (item 9)

Eileen Platt Senior Employee Relations Manager (item 9)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Alexia Tonnel who was represented by Alison Liddell.

## 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 29 March 2022 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 29 March 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **Guideline development centre transfer** – ET congratulated Paul Chrisp, Nicole Gee and their supporting teams on the successful transfer of the 77 staff into NICE on 1 April 2022. Paul thanked all the project team members who he said had worked incredibly hard to ensure a smooth transition. It was agreed that those who had made the most significant contributions would be recognised at the April all staff meeting.

**ACTION: PC/NG**

1. **ILAP** – Boryana Stambolova and Helen Knight will bring an update back to ET in due course.
2. **NICE ‘friends and family’ event** – Sam Roberts will raise the matter with the chairman at their meeting later this week and update ET on 12 April.

**ACTION: SR**

1. **Managed access** – Gail Allsopp confirmed she was still exploring appropriate arrangements for managing clinical data governance with Felix Greaves and the Information Governance team to agree a NICE-wide approach.
2. **Prioritisation** - The additions to the slides agreed by ET had been sent to Sam Roberts for review. Jon Waghorne agreed to circulate them to ET for checking and confirming they were in agreement with the updated version.

**ACTION: JW**

## Discussion topics (item 4)

**Financial update** – ET was advised of the 2022/23 settlement and implications for business planning.

## Initial insights from the interim CMO (item 5)

1. ET noted Gail Allsopp’s initial thoughts from her first 3 months in the CMO role in which she summarised the messages from some of NICE’s key stakeholders and partners, which she has been engaging with. There was lots of positive feedback and areas which require more work to understand where NICE can have the biggest impact on the health and care system. It was agreed that it would be helpful for Gail to work with the strategy team to develop a SWOT analysis based on her feedback to date.

**ACTION: GA/JH**

1. ET also agreed that the presentation would be helpful to share with the Board, and asked Gail to come back to a future ET meeting with a short list of her key 3-4 priorities to be addressed, with a plan for how and when the work will be undertaken.

**ACTION: GA**

**Business plan 2022/23 (item 6)**

1. ET reviewed the first draft of the 2022/23 business plan and Directors were requested to feedback their comments to David Coombs by 5pm on Thursday 7 April. The next iteration will be shared with the board on 14 April for discussion and with the DHSC sponsor team thereafter.
2. In terms of next steps, the following actions were agreed:

* To review the language used to describe ‘digital living guidelines’ (PC/AL)
* The SROs of workstreams to review and agree the wording of their objectives (HB)
* Objective 4 Transformation - to be drafted and agreed at the ET meeting on 20 April (all ET)

## Developing key messages for NICE (item 7)

1. Jane Gizbert presented revised slides setting out NICE’s key audiences and proposed message triangle which incorporated feedback from the last discussion and introduced some elements of the draft brand strategy. Additional amendments were agreed, and ET members were requested to provide any further comments and stories for the vision statement slide to the comms team.

**ACTION: All**

## Directorate level priorities – health inequalities (item 8)

1. Judith Richardson outlined her directorate’s priority objectives for 2022/23 in supporting the health and care system to address health inequalities. ET noted that there appeared to be inconsistencies in the way EIAs were being applied and their outputs implemented across the NICE guidance producing teams. Helen Knight asked if there were plans to train the teams to achieve greater consistency. Judith was requested to discuss EIAs further with Helen and to provide a report back to ET in due course on how the directorate’s work will be phased and whether there will a requirement for support from other teams.

**ACTION: JR**

## Hybrid working arrangements (item 9)

Nicole Gee requested that full discussion of this item be deferred to next week’s ET meeting to give it sufficient time in light of the complexities involved. This was agreed but it was noted that there were likely to be questions at the all-staff meeting this week about the outcome of the heads up, heads down, heads together pilot which ended on 31 March. It was agreed that the specific details around home based contracts, HCAS and hybrid contracts could not be shared until a full consultation process has taken place with unison and staff.

It was agreed to provide an update at the all-staff meeting on continuation of heads up, heads down, heads together working for now, NICE-wide activities that are planned to encourage more staff back into the office, and clarity on the timeframe for when the contract issues which need to be worked through will be addressed.

**ACTION: NG/GM**

## Review of the meeting agenda (item 10)

To help with future management of the agenda timings, ET members who submit papers were asked to let Sam Roberts have an indication of how long a discussion they think they will need.

## Other business (item 11)

**Obesity treatment (semaglutide) –** Helen Knight notified ET of a possible appeal following NICE’s positive recommendation of the technology, which coincides with the production of an obesity guideline to be discussed at Guidance Executive next week.