**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 19 October 2021

## Present

Gill Leng Chief Executive

Meindert Boysen Director, Centre for Health Technology Evaluation and Deputy 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

Lisa Appleyard Interim Associate Director, Corporate Communications (item 4.1)

Jenny Kasher Senior Audience Insight Manager (item 4.1)

Moya Alcock Acting Programme Director, Leadership and Engagement (item 4.5)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. There were no apologies.

## 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 12 October 2021 were agreed as a correct record subject to amending paragraph 13 to read - ET was supportive of the proposal but asked that it be called “a phased roll out, pathfinder or trailblazer” rather than a pilot.  ET also requested that the communication of it to staff should also include a note of the other options which were considered, eg the end to end DOI process and the new intranet. Alexia also asked that other work under way to support teams alongside the Digital Workplace, such as the management of timelines, be outlined, so that staff can fully appreciate the extent of work underway.

## Matters arising (item 3.2)

1. The actions from the meeting held on 12 October 2021 were noted as complete or in hand.
2. ET noted that an additional business planning session has been agreed for 9 December. A review of the strategic priorities is also planned for the morning session of the November board meeting. ET will consider next week when the strategic roadmap should come back to ET, having had time to distil the outputs from the October board strategy discussion. This is expected to be on either the 2 or 9 November.
3. Jennifer Howells requested those Directors who have not yet nominated a rep for the Operational Management Committee, to please put a deputy forward as meeting dates were now in calendars.

## Reputation research (item 4.1)

ET reviewed the findings from the reputation research 2021 noting that core audiences who are most familiar with the organisation overall have a favourable view of NICE, whilst participants from life sciences and the public have a less favourable view. It was highlighted however that the ‘core audiences’ group did include patient groups and charities, which should be explained in the summary presentation slides.

ET discussed how the results would be shared with the board, agreeing that the full report should be provided for background reading, subject to some minor amendments requested. Thereafter a high-level plan of the next steps should be drawn up to address the suggested opportunities for improvement.

**ACTION: JG/LA**

Jennifer Howells added that it would be helpful to map the areas for improvement against the strategic plan to test whether the strategy is delivering what is required. Lisa Appleyard agreed to share the report with the strategy team to make sure the results form part of their future planning.

**ACTION: LA**

## All staff event (item 4.2)

1. Nicole Gee updated ET on arrangements for the all-staff event on 30 November 2021, advising that a draft agenda has been circulated and two external guest speakers have been confirmed. To date, 250 staff have registered. Directors were requested to encourage their teams to sign up. Gill Leng agreed to raise it again at the all-staff meeting next week.

## Implementing heads up, heads down, heads together (item 4.3)

1. ET were asked to support the implementation of the ‘heads up, heads down, heads together’ approach to hybrid working, and to review a set of slides and FAQs designed to provide guidance to staff and managers on how this will work in practice.
2. ET recognised that this shift in culture may cause some concerns amongst staff and managers who will need to be supported. There will be an FAQ and ‘top tips’ for managers, and Lorna Scoular was looking at management development competencies which will help managers to take ownership of the working arrangements for their team.
3. The approach was supported, subject to some practical issues which will require further discussions at ET including the future of HCAS, commuting to offices and working from abroad. It was agreed to communicate the new approach at the all-staff meeting and formally launch it at the all-staff event on 30 November. Nicole Gee agreed to add a slide to the CEO’s update to the November board meeting.

**ACTION: NG**

## Staff recognition (item 4.4)

Nicole Gee asked ET to consider a request from UNISON for NICE to formally recognise the hard work of the staff throughout the difficult pandemic. An extra day annual leave was requested. ET agreed to allow all staff taking an extra half day annual leave on Christmas Eve and New Year’s Eve, as a goodwill gesture.

##  Health and social care: management of change consultation (item 4.5)

Moya Alcock joined the meeting to update ET on the consultation responses to the ‘Business Case Reorganisation Consultation Document – 24 August 2021’ which set out the issues identified during the consultation process and suggested an amendment to the original proposals.

ET was advised of the concerns that have been formally raised by Unison and individual staff members about the process, staff engagement and rationale for the proposals, and complications that have subsequently arisen regarding the Accreditation workstream.

Following a full discussion of all the issues raised, the responses provided, the risks to NICE and the strategic priorities, it was agreed to continue with the planned closure of the three programmes by 31 March 2022. The board will be informed of the outcome of the management of change exercise in November.

**ACTION: JR**

## Guideline development centre contracts (item 5.1)

Paul Chrisp updated ET on progress with the project team set up and initial planning to integrate staff from the collaborating centres into NICE. Hilary Baker has produced a high level RACI matrix which now requires discussion and agreement by the project team. Geoff Ellison-Roberts will provide project management support but there were concerns about senior management capacity to be involved, specifically within the DIT team. Paul Chrisp requested an additional Associate Director or Programme Manager to lead the project. Jennifer Howells stated that there is funding available in the current year and ET agreed that internal appointments and back filling would be preferable to external recruitments. Paul Chrisp was asked to liaise with ET colleagues regarding the capacity and resourcing issues, and to provide a weekly update at future ET meetings.

**ACTION: PC**

## Review of the meeting (item 6)

No comments made.

## Other business (item 7)

**Executive team roles** – Nicole Gee gave a brief update on progress with the adverts for the new executive team roles. Directors were asked to update their senior teams and Gill Leng agreed to include a slide in her presentation at the all-staff meeting next week.

**ACTION: GL**

1. **DHSC request** – Jennifer Howells advised ET that NICE had received a request from the DHSC to identify potential savings from 1 April 2022, and her team is leading on a response.

**ACTION: JH**