**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 15 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

Judith Richardson Acting Director, Health and Social Care

## In attendance

Gail Allsopp Interim Chief Medical Officer

Jeanette Kusel Director, Scientific Advice

Boryana Stambolova Deputy Director, Finance, Strategy and Commercial

Alison Liddell Programme Director, DIT Strategy and Governance

Jonathan Waghorne Chief of Staff

Pall Jonsson Programme Director, Data and Analytics (item 6.1)

Seamus Kent Senior Advisor, Data and Analytics (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, Jennifer Howells and Alexia Tonnel who were represented by Jeanette Kusel, Boryana Stambolova and Alison Liddell respectively.

## 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 8 February 2022 were agreed as a correct record subject to the following amendments:

* Minute 5 to read – Following nominations for ET members to become sponsors of the staff EDI networks, ET agreed the sponsors for each network.
* Minute 10 to read – Directors were requested to send any emerging issues which they thought would be useful to share, to Jonathan Waghorne for collation.
* Minute 11 to read - In terms of next steps with skills mapping, a paper including explanatory notes will be shared with the Board.

## Matters arising (item 3.2)

1. The actions from the meeting held on 8 February 2022 were noted as complete or in hand.
2. Nicole Gee confirmed that an updated FAQ on returning to the office was in progress and would be circulated to staff soon. Directors were asked to monitor progress within their teams and raise any issues at ET for discussion.

**ACTION: NG**

1. Directors were reminded to let Jane Gizbert have any feedback on the draft communications strategy, specifically to confirm whether all NICE’s audiences had been captured on slides 14 and 15.

## Hot topics (item 4)

**ME/CFS guideline** – ET noted there was a recent article in The Lancet and a request for an interview with NICE. Paul Chrisp advised that he was meeting with Gail Allsopp and Judith Richardson to agree a response. It was agreed that the focus should now be on implementation of the guideline and there were no plans to re-visit it. Jane Gizbert asked that the comms team be kept updated.

**ACTION: PC**

**Royal garden party** – It was proposed that the nominations from last year who didn’t attend due to COVID restrictions would be put forward again this year, plus any further suggestions from ET. Jonathan Waghorne requested names be sent to him by close of business on 16 February.

**ACTION: All**

**ET Teams channel** – A new ET Teams channel has now been set up for the purpose of sharing briefings. ET members were asked to confirm who in their teams will need access. The channel will not be used for confidential items in view of the wide number of members.

**ACTION: All**

**Attendance** **at international conferences** – ET discussed requests from staff to attend international conferences and events. There was consensus to begin attending events (nationally and internationally) subject to a number of caveats including the comms and marketing team being involved in agreeing the NICE narrative, liaising with NICE International team, having a process for agreeing abstract submissions and agreeing who and how many NICE delegates should be supported. Jonathan Waghorne agreed to pull all the issues into a short paper for consideration at ET next week.

**ACTION: JW**

## Actions from the February board strategy meeting (item 5.1)

The actions arising from the February board strategy meeting were reviewed. Nicole Gee requested that action 22/01 be split into two actions, one relating to the culture work and a separate action on skills mapping.

**ACTION: ER**

Paul Chrisp commented that the collaborating centre staff transfer will be completed by 31 March 2022, and it was unclear what level of detail the board may want to see after this date regarding future development of the new operating model. It was agreed to include progress updates in the CEO’s overview slides.

## Agenda for the March public board meeting (item 5.2)

The draft agendas for the March informal and public board meetings were discussed. The morning session will focus on societal perspectives, health inequalities and business plan prioritisation, plus the NCA Patient Outcomes Programme if the bid is going ahead. The culture update will be pushed to April.

The public board agenda will include the risk management policy, but the public involvement programme update and update on contingent approvals will be taken off.

It was agreed to remove the Innovative Medicines Fund and Field Team update from the April board, in order to incorporate the Culture item.

**ACTION: ER/DC**

## Items for decision (item 6)

## Real-World Evidence framework update (item 6.1)

Pall Jonsson and Seamus Kent joined ET to present a proposed framework for the use of data and analytics in NICE guidance development, with the objective of encouraging the best use of available data for informing NICE guidance in a timely, robust, and transparent manner.

ET fully supported the framework and its submission to the March public board meeting subject to some minor amendments to include reference to social care data and engagement with the Integrated Care Boards, to add clinicians as an end user, and to work with the comms team on a four week consultation process.

ET agreed that the future work should focus on implementing the RWE framework, developing further accessible material for a broader range of stakeholders, and developing a set of measurements to assess its value over time, and to report back to ET in due course on progress.

**ACTION: FG**

## Strategic items (item 7)

## Prioritisation of business plan and strategic priorities for 2022/23 (item 7.1)

1. Sam Roberts gave an update on her discussions to date to agree a process that will enable ET to select a short list of the three highest priority strategic objectives to be delivered in 2022/23, on the basis that the work can only be undertaken by NICE and the outcomes will provide the maximum benefit to the population. Sam Roberts will hold one to one meetings with all Directors during this week, with the aim of identifying three strategic priorities, and bringing a summary back to ET next week in a short slide set for discussion and agreement.

**ACTION: SR/JW**

1. The prioritisation work will be supported by a comms and engagement plan to share the proposed priorities with staff and to explain the rationale. This will take place at the February all staff meeting and through a series of workshops for staff to give feedback – two in person and two virtual. There was also a request to share the prioritisation work with the Senior Leaders Forum.

**ACTION: JW**

## Culture (item 7.2)

1. Following the update on the culture work shared with the Board in February, ET agreed the next steps to meet with the external consultants at an ET away day to develop a culture ‘blueprint’ for NICE and to seek further input from key stakeholders (eg Senior Leaders Forum). This work will be presented to the Board in April, supported by a 0-6 month implementation plan from April onwards.

**ACTION: NG**

## Guideline development centre transfer (item 7.3)

1. Paul Chrisp updated ET on progress with the collaborating centres transfer, including the latest round of consultation meetings. The financial position was being worked through. There was a concern relating to the cost of purchasing journals which may lead to a cost pressure for next year.
2. There was a discussion about the impact of having a large number of staff on different terms and conditions which will have to be managed carefully until such a time that alignment can legally be undertaken.

## Operational Management Committee (item 8)

1. ET noted the minutes of the Operational Management Committee on 7 February 2022.

## Review of the meeting (item 9)

1. No comments.

## Other business (item 10)

**Secondment opportunities** – ET were reminded to respond to Nicole Gee’s email regarding secondment opportunities.

**ACTION: All**

**Linked-in training for recruitment** – Nicole Gee advised that a series of training session were being facilitated by the HR team to encourage the use of Linked-In as part of recruitment exercises. Directors were asked to promote the training amongst hiring managers.

**Staff expenses policy** – ET was requested to support a review of the staff expenses policy to benchmark the claims limits against other ALBs. It was agreed to refer the request to the OMC.

**ACTION: ER**

**CEO meeting with Lord Kamall** – ET were asked to let Jonathan Waghorne have a note of any items for raising with Lord Kamall at the CEO’s meeting with him next week.

**ACTION: All**