**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 8 March 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

Gail Allsopp Interim Chief Medical Officer

Helen Knight Programme Director, Technology Appraisals

Jonathan Waghorne Chief of Staff

Deborah O’Callaghan Associate Director, Field Team (item 6.1)

David Coombs Associate Director, Corporate Office (items 6.3 and 7.1)

Helen O’Neil Head of IG & Records Management (item 6.3)

Martin Davison Associate Director, Finance (item 7.1)

Hilary Baker Programme Director, Transformation (item 7.1)

Kendall Jamieson Gilmore Associate Director, Strategy (items 7.1)

Steve Kingman Governance manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Meindert Boysen who was represented by Helen Knight.

## Declarations of interest (item 2)

1. The previously declared interests were noted. There were no new interests.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meetings held on 1 March 2022 were agreed as a correct record subject to the following amendments.

* Final sentence of para 6 should read “for comment” not “comment for”
* Para 8 should read: Jennifer Howells advised that NICE’s subsistence rates were linked to HMRC scale rates for subsistence.  To increase them would result in significant additional administrative burden, as well as a liability for PAYE and NIC for both staff and NICE.  It was unlikely that other public sector bodies exceeded scale rates and as such benchmarking would add little value.  Hotel limits would however be reviewed, being mindful of Managing Public Money principles.

**ACTION: SK**

## Matters arising (item 3.2)

1. The actions from the meeting held on 1 March 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **Secondment opportunities** - It was agreed to allow additional time for Directors to submit short job descriptions. JD’s to be sent to Nicole Gee by 15 March 2022.

**ACTION: ET**

1. **Equality, diversity and inclusion style guide** – ET agreed to carry this item forward and include on the next ET agenda as a discussion item called ‘Consideration of changing language in guidance’ (15/3/22)

**ACTION: SK**

1. **Prioritisation of business plan and strategic priorities for 2022/23 –** Having agreed the main priorities, ET were asked to liaise with Kendall Jamieson Gilmore to update the list of directorate level priorities which may require input from other teams to agree what can still be taken forward in the next year.

**ACTION:** **ET/KJG**

## Return to the office feedback (item 4)

Directors provided an update on their teams’ response to returning to the office. There is a mixed reaction from teams with some eager to return regularly whilst some individuals have reservations. It was agreed to keep under review. Jon Waghorne was asked to create a list/table of directorate plans and to include any fun/social activities that are planned.

**ACTION: JW**

## Items for decision (item 6)

## Health inequalities – to approve the proposals for submission to the March Board meeting (item 6.1)

Judith Richardson and Deborah O’Callaghan provided background and presented the draft slides that will be submitted to the March board meeting. Following discussion ET approved the slides subject to the following changes:

* Add executive summary slide at start of presentation that outlines what the ask is
* Add reference to Equalities impact assessment

**ACTION: JR/DOC**

## Executive team report – to approve the report for submission to the March Board meeting (item 6.2)

ET reviewed the draft report and provided Jon Waghorne with comments and edits as required. JW to update the report to reflect the changes requested. It was agreed in future, Directors will email Jon with feedback or send them on chat. Jon reminded Directors to submit the slides for the Board seminar by 4pm on Wednesday 9 March.

**ACTION: JW/ET**

## Information governance steering group terms of reference - to approve the revised terms of reference (item 6.3)

ET approved the revised terms of reference for the Information governance steering group, subject to agreeing whether to specify that someone from the Data and Analytics team should be added to the core membership of the group in addition to an Information Asset Owner from the Science, Evidence and Analytics Directorate.

**ACTION: JH/DC/HON**

## Strategic items for discussion (item 7)

## Business planning – to consider the financial scenarios and approach for confirming funding for delivering priorities and other activities (item 7.1)

Sam Roberts stated that discussions are underway at the Department of Health and Social Care about the budgets for 2022/23 and therefore it is unclear when NICE will receive confirmation of its 2022/23 allocation. However, it is important to be clear that the financial position for the coming years will be challenging and therefore any recruitment should be carefully considered and scrutinised given the likely need for ongoing savings. Martin Davison provided a detailed update on scenarios for the next and future financial years which led to a wider discussion around how NICE could reduce costs and prioritise its work.

Sam Roberts asked ET to flag within the next week if the proposed 4 priorities for 2022/23 could not be met within existing resources, before these could be presented to the Board as funded proposals. It was noted that the key area of uncertainty is around the level of resources required for the computable guidelines, which Paul Chrisp would discuss further with Alexia Tonnel and Sam Roberts. In addition, it was noted that the scope of the priority on internal transformation would need to be defined once there is clarity on the resources available.

ACTION: ET

It was agreed a longer-term piece of work would then take place in April/May to look at the future priorities for NICE and options for delivering future savings, informed by analysis currently in progress of NICE’s cost base.

ACTION: SR/JH/KJG

**Guideline development centre contracts (item 7.2)**

Paul Chrisp provided ET with an update on the centre transfer process. ET noted the update. Paul confirmed the UCL contract has been signed by Steve Pilling. Paul reported that during the data migration last week there was a case of lost data, this has been resolved and contingency is now in place so it will not happen again.

## Other business (item 9)

1. **Appointments**: ET congratulated Helen Knight and Jeanette Kusel who have been appointed acting interim Director of Medicine and acting interim Director of med tech respectively. Sam Roberts confirmed that Meindert is starting a 6-month phased return.
2. **Personal pronouns**: It was reported to ET that there have been a couple of incidents of aggression in relation to the use of personal pronouns. ET commented their disappointment that this has occurred and agreed to follow up with

* Sam Roberts to raise the importance of using pronouns at the next all staff briefing
* Additional comms in relation to why it is important to include pronouns in email signatures
* Find out what other ALB’s are doing and if any tips can be gathered
* Draft blog on normalising the use of pronouns.

**ACTION: JR/SR/JW**

1. **Menopause Workplace Pledge:** Nicole Gee confirmed NICE has signed the Menopause Workplace Pledge which is a public commitment to staff (women, trans and non-binary) who are going through the Menopause that they will be supported in the workplace.
2. **Leadership training**: Nicole Gee updated ET on the procurement of leadership training.
3. **Life Sciences webpage**: Alexia Tonnel confirmed the Life Sciences webpage has been launched and would circulate the link to ET.

**ACTION: AT**