**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 15 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

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Gail Allsopp Interim Chief Medical Officer

Boryana Stambolova Deputy Director, Finance, Strategy and Commercial

Helen Knight Acting Interim Director of Medicines

Hilary Baker Programme Director, Transformation

Jonathan Waghorne Chief of Staff

Kendall Jamieson Gilmore Associate Director, Strategy (item 5.1)

Swapna Mistry Strategy Manager (item 5.1)

Katie Holden Assistant Strategy Manager (item 5.1)

Andrew Morrison Internal Communications Manager (item 5.1)

David Coombs Associate Director, Corporate Office (items 5.2, 6 and 7.1)

Nick Crabb Programme Director, Scientific Affairs (item 8.2)

Carla Deakin Programme Director, Commercial & Managed Access (item 8.2)

Fay McCracken Associate Director, Life Sciences Team (item 8.2)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

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

## Declarations of interest (item 2)

1. The previously declared interests were noted. Gail Allsopp advised that her role with the University of Nottingham was now as Honorary Associate Professor.
2. Felix Greaves declared that, in relation to the paper on NICE and the Office for Health Disparities, he was previously employed by Public Health England and was involved in the negotiation of the previous relationships around NICE and public health in his PHE role.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meeting held on 8 March 2022 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 8 March 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **Secondment opportunities** – Nicole Gee confirmed that she had received one job description from the SEA Directorate which she will share with her contact at the APBI. Alexia Tonnel also agreed to send a paragraph on content management skills that her teams require support with. Gail Allsopp highlighted the issue of potential conflicts of interest as needing to be robustly checked.

**ACTION: AT**

1. Consideration of changing language in guidance will be discussed at next week’s meeting.

## Heads Up (item 4)

1. This item was deferred until next week’s meeting.

## Hot topics (item 5)

## Plan for prioritisation workshops (item 5.1)

ET noted the format of the prioritisation workshops and the plans for the post workshop analysis. Staff take up to date has been positive and final lists of attendees for each session will be circulated shortly. In addition to the four sessions, Sam Roberts will be attending all the senior leadership team meetings to hear feedback on the top four priorities, culminating in all the feedback being collated and shared at the April all staff meeting.

Due to the time of year and many staff likely to be taking holidays, it was agreed to hold an additional workshop in April to enable further staff to attend. It was also noted that staff could engage via the live survey, which will be open until the 23rd.

**ACTION: JW**

## COVID-19 public inquiry (item 5.2)

This item was deferred to next week or the week after.

## Leadership development training (item 5.3)

ET was asked to support the allocation of £95k from next year’s training budget (of £220k in total) to support the organisation-wide leadership development training for all senior managers. Whilst there were some reservations that there would be a limited amount of funding remaining for all other training needs, ET approved the expenditure on the basis of its strategic importance. Sam Roberts asked that ET be involved in agreeing the management competencies which will form part of the training course.

Alexia Tonnel advised that she requires a budget allocation for IT training, for example for any new cyber security tools. Directors were asked to ensure that the remainder of the training budget is allocated in line with the skills mapping work.

## March public board meeting (item 6)

ET reviewed the agenda for the March public board meeting, noting that the meetings will now be virtual rather than held in the London office. Sam Roberts advised that she had been given an update from the DHSC on the draft budget settlement for next year which she will share with the Board at the informal session.

## Items for decision (item 7)

## Policy on declaring and managing interests for board members and employees (item 7.1)

David Coombs sought ET’s support to make two amendments to the policy on declaring and managing interests for board members and employees. Firstly, in relation to the approach to financial interests, so that the restrictions on shareholdings mirror those on receiving direct payment from the life sciences industry. Secondly, in relation to the scope for NICE to host short term roles for individuals employed in the life sciences sector, as such staff may well hold shareholdings as part of their remuneration package from their substantive employer. Therefore, an additional paragraph was recommended to address this position.

While it was agreed the recommendations in relation to shareholdings look pragmatic and proportionate, there was discussion as to if now was the best time to make them, given the wider climate. On secondments it was agreed that this was sensible subject to certain amendments. It was agreed that that David Coombs would feedback ET’s initial views to the board chairman, ahead of Sam Roberts’ meeting with her later in the week, at which they would discuss the matter further.

**ACTION: DC/SR**

## Strategic items for decision (item 8)

## Directorate level implementation of priorities: de-prioritisation decisions (item 8.1)

1. ET noted that each Director had been asked to bring a short paper to an ET meeting during the next three weeks, to present their intended directorate level objectives which may require input from others and therefore require wider sign up than those which can simply be delivered within directorates using existing resources. These are those points which were ‘on the line’ in the prioritisation exercise, which it was agreed would come back for discussion at future ET sessions. Sam Roberts will email ET to confirm the final details.

**ACTION: SR**

## ILAP cost recovery (item 8.2)

1. ET was updated on the work being undertaken to convert NICE’s ILAP activities from a GIA funding model to a full cost recovery model for 2022/23, following failure to secure spending review funding for ILAP activities beyond 2021/22. Joint discussions with MHRA were progressing in order to continue to deliver the ILAP which was a key component of the UK’s life sciences strategy.
2. Carla Deakin advised that the ongoing work was showing that a full cost recovery model was likely to result in fees that will have a significant impact on the attractiveness and affordability of ILAP for companies, and therefore whether consideration should be given to pursuing a mixed model approach to funding of ILAP activities to mitigate the implications of a full cost recovery model on the attractiveness and success of ILAP.
3. There were differing views expressed by ET members regarding the willingness of companies to pay for a service and it was queried whether charging from April 2022/23 was too early and should be delayed.
4. Carla Deakin and Nick Crabb emphasised the Team’s desire to continue working with the MHRA and keep the momentum going. ET agreed for Helen Knight to make the final decision and update them in due course.

**ACTION: HK**

## Confirming the approach to organisational structure (item 8.3)

1. Sam Roberts confirmed that the proposed Director of Engagement role will not now be progressed, and the existing three interim executive level roles will be advertised as substantive positions. It was noted that the Transformation Team will report directly into the CEO for an initial period of six months. Jonathan Waghorne will draft a communication for the next YW@N.

**ACTION: JW**

## NICE and Office for Health Improvement and Disparities (item 8.4)

1. Judith Richardson shared a presentation produced by OHID (Office for Health Improvement and Disparities) proposing a draft framework for NICE’s future relationship with OHID, in the context of NICE’s wider role in public health and following the abolition of Public Health England. ET agreed the framework was sensible and provided a good platform to work from. Judith was asked to feedback any further comments to OHID by 18 March 2022.

**ACTION: JR**

## Guideline development centres (item 8.5)

1. ET received an update on the guideline development centre transfer. Paul Chrisp advised that the transfer was starting to have an impact on the programme with a small number of guidelines experiencing a delay. The Project Board had discussed the current level of vacant posts (x8) which could begin to have an impact on delivery if they are not recruited to. It was anticipated that NGA and NGC staff will apply for the roles which if successful, would still leave a net deficit. ET discussed options for filling vacancies from within other teams by flexing roles from the activities which will be de-prioritised. Paul Chrisp was exploring resourcing solutions with Boryana Stambolova and Chris Carson.
2. In light of Sam Roberts’ earlier update on the expected commission for 2022/23, ET noted that any new posts would have to be balanced out by reducing a role elsewhere in the business.

## Operational management committee (item 9)

1. The papers and minutes from the Operational Management Committee were noted.

## Review of the meeting (item 10)

This item was not discussed.

## Other business (item 11)

**HSJ fund raising for Ukraine** – Jane Gizbert agreed to send round a communication from the HSJ.

**ACTION: JG**