**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 12 April 2022

## Present

Sam Roberts Chief Executive

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

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

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Hilary Baker Programme Director, Transformation

Mark Salmon Programme Director, Information Services

Jonathan Waghorne Chief of Staff

Grace Marguerie Associate Director, Human Resources (item 5)

David Coombs Associate Director, Corporate office (items 6 & 7)

Fiona Glen Programme Director, Centre for Guidelines (item 6)

Alison Liddell Programme Director, Strategy and Governance, DIT (item 6)

Jenniffer Prescott Programme Director, HTA Process and Operations (item 6)

Katharine Cresswell Senior Public Engagement Analyst (item 9)

Koonal Shah Associate Director, Science, Policy and Research (item 9)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Gail Allsopp and Felix Greaves who was represented by Mark Salmon.

## 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 5 April 2022 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 5 April 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **NICE ‘friends and family’ event** – Sam Roberts confirmed the chairman had agreed not to progress the event this year but to concentrate on the NICE conference next year. Jane Gizbert is liaising with David Coombs on the shape of an alternative event for the committee chairs.
3. **CMO initial insights** – Following further discussion, it has been agreed to arrange a session with the board to share Gail’s insight from her external engagements, and to widen the invitation to include some key stakeholders. David Coombs has been asked to suggest potential dates.

**ACTION: DC**

1. **Developing key messages** – ET provided Jane Gizbert with examples of suggested ‘stories’ of NICE’s work for each of the key message boxes in the vision statement.

## Discussion topics (item 4)

**Financial update** – Jennifer Howells advised that the budget setting process will begin next week now that the 2022/23 settlement had been confirmed. Sam Roberts agreed to ask June Raine who at the MRHA was leading on the OLS funding bids.

**ACTION: SR**

**Obesity treatment (semaglutide)** – Helen Knight advised that NICE had been offered the opportunity to comment on a programme being produced by ITN about tackling obesity and the use of the obesity injection (branded Wegovy) which is set to be made available on the NHS. The NICE obesity TA is due to be discussed at GE and requires a full discussion of the issues raised given recent feedback from NHS England. Sam Roberts and Helen Knight agreed to have a further discussion outside of the meeting.

**ACTION: SR/HK**

##  Hybrid working arrangements (item 5)

1. Grace Marguerie presented proposals for consideration by ET to enter into consultation with staff on the three key issues of home based working, hybrid contracts and HCAS.  ET discussed these issues, with particular consideration of the impact on staff of any potential changes to contracts which will impact their salary, given the hard to fill roles and competitive jobs market. It was agreed that NICE’s employment offer had to be as flexible as possible to attract and retain staff.
2. It was agreed that Grace Marguerie would provide a list of all staff currently on a homebased contract and summarise the conclusions reached today for a further discussion and ratification at ET next week.

**ACTION: GM**

**Transformation governance (item 6)**

1. Hilary Baker presented a revised governance model to support delivery of the strategic priorities in 2022/23 to be implemented from early May. The model included nominated SROs and workstream leads for each of the four programme boards. Attendance at the programme board meetings will be agreed by each SRO, including as and when the CEO should be invited. It was agreed that there will be one ET meeting per month set aside specifically for reporting back from the programme boards. Reporting to ET will be on an exception basis only to resolve any barriers to delivery. Each board has a nominated programme/project manager support from the Transformation Unit. It was noted that the project support may need to be reviewed in due course to ensure the right level of support is in the right place.
2. The next steps were to agree the role for the SROs and workstream leads and to discuss how the SROs and boards will interact with each other and with ET. Jon Waghorne was asked to schedule a date for the first session at an ET meeting.

**ACTION: JW**

1. ET agreed there should be a comms plan to share the new model with all those involved in the programme boards and with the Senior Leader’s Forum. Hilary Baker agreed to set up an email distribution group to ensure messages are fully cascaded.

**ACTION: HB**

## Integrated performance report: indicators for 2022/23 (item 7)

1. ET was asked to agree the key performance indicators (KPIs) to be included in the integrated performance report for 2022/23 and to note the introduction of new directorate level indicators to be reviewed bimonthly with the CEO. It was also queried whether the board should receive a full, holistic overview of all indicators, rather than the summarised version it receives at present. Jennifer Howells commented that the trend data was really useful which she thought would be helpful to share with the board.
2. Directors were asked to think about their personal KPIs for a discussion this week with the CEO, in addition to highlighting any data gaps that they need to support their decision making, being mindful to minimise any extra burden on teams to produce and collate data. A final list of KPIs will come back to ET for approval.

**ACTION: All**

## Directorate level priorities – People and places (item 8)

1. Nicole Gee shared her directorate’s ‘must do / should do’ priorities for 2022/23 and those activities which will either have limited resources assigned or will not go ahead. The organisational design work for CHTE was supported by Jeanette Kusel who requested some HR resource to kick start the work. Jeanette and Nicole agreed to discuss the requirements separately.

**ACTION: NG/JK**

1. The board will be advised this week of two pieces of work which will not progress as it had requested – succession planning and annual workforce reporting. In relation to training requests outside of the skill mapping work, HR was asked to be mindful of the continuous professional development requirements for some roles.

## NICE Listens: environmental sustainability (item 9)

ET was asked to approve whether the next NICE Listens project: environmental sustainability could proceed to procurement to appoint a contractor to help deliver the project. Some concerns were expressed at the cost for a contractor, which would be in addition to the internal staff resource required, and whether the project objectives were sufficiently focused to ensure the outputs provide real benefit and value for money.

1. Following a discussion and further questions from ET about the level of NICE’s ambition on sustainability and how this work fits into wider the objectives, it was agreed to proceed to procure a contractor on the basis that there is a further discussion at ET with Felix Greaves present to map out the way forward.

**ACTION: MS/FG**

## Review of the meeting agenda (item 10)

Timings on items helped with agenda management.

## Other business (item 11)

**Comms cascading the strategic priorities –** There has been feedback that some of the senior leads had not previously seen information that was shared at the all-staff meeting. An email distribution group will be set up to address this.