**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 26 April 2022

## Present

Sam Roberts Chief Executive (chair)

Gail Allsopp Interim Chief Medical Officer

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Helen Knight Acting Interim Director of Medicines

Jeanette Kusel Acting Interim Director of Medtech

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Hilary Baker Programme Director, Transformation

Nick Baillie Programme Director, Health and Social Care

Boryana Stambolova Deputy Director Finance, Strategy and Commercial

Jonathan Waghorne Chief of Staff

David Coombs Associate Director, Corporate office (items 6 - 8)

Heather Reid Senior Programme Manager, COVID-19 Inquiry (item 7)

Lorna Scoular Senior HR Business Partner (item 9)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Jennifer Howells and Judith Richardson who were represented by Boryana Stambolova and Nick Baillie 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 19 April 2022 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 19 April 2022 were noted as complete or in hand. The following matters arising were discussed:
2. **Integrated performance report (IPR)** – Work to finalise the KPIs for reporting to the board and DHSC in 2022/23 was in hand.
3. **Strategic risks** – Following a review of the strategic risks at the last meeting, updates were awaited from some ET members ahead of the strategic risk register being presented to the audit and risk committee and the board in May.

**ACTION: FG/NG/HK**

## Discussion topics (item 4)

**Secondment / L&D opportunities** – There was limited interest from ET in pursuing secondment opportunities at the present time, but it was agreed there was merit in further exploring some of the recent approaches from universities who could potentially help to address some of the skills gaps identified in the skills mapping work. It was agreed that Nicole Gee, Felix Greaves and Helen Knight be asked to undertake some exploratory work with the organisations who have made contact.

**ACTION: NG/FG/HK**

**NHSE virtual wards** – Felix Greaves asked whether NICE wanted to be involved in NHSE’s virtual wards. ET agreed that NICE should be involved and asked that Felix Greaves arranges an initial meeting with Sam Roberts, Paul Chrisp and Jeanette Kusel to discuss this further.

**ACTION: FG/SR/PC/JK**

**Transformation programme boards** – Hilary Baker updated ET on the first meeting of the programme board SROs held on 22 April. Those who had attended the meeting shared their reflections. It was confirmed that the priority now was to scope the deliverables and agree the KPIs and milestones by 6 May at the very latest. The ET meeting on 3 May will be the first to be set aside for the monthly report back from the programme boards.

**CHTE wellbeing suggestion** – ET supported a suggestion from CHTE that staff be encouraged to take one hour per month as protected time for their wellbeing. This could be attending a class, or going for a walk etc. It was agreed that directorates should make their own arrangements.

**HTAi conference** – It was agreed that NICE delegates attending the conference in Utrecht should travel by train rather than booking flights.

##  Hybrid working arrangements (item 5)

1. ET confirmed the proposals for entering into consultation with the trade union and staff on the three key issues of home based working, hybrid working and HCAS.  The issue of expenses is still to be resolved for each of the three contract types, in discussion with HMRC, but it was agreed that this should not hold up the consultations starting. Nicole Gee and Boryana Stambolova were asked to report back to ET in two weeks on the options regarding payment of expenses. ET members were in agreement that voluntary home based contracts should be the exception, and any requests will be supported by HR.

**ACTION: NG/BS**

**Board meetings (item 6)**

1. ET reviewed the actions from the April board strategy meeting, and confirmed they were in agreement. The agendas for the May board meetings were noted, subject to adding the comms key messages item to the morning seminar session.
2. Sam Roberts reported that she had been discussing the frequency of board meetings with the chairman who had suggested reducing the number of public board meetings from six to four per year, plus six strategy meetings. ET was supportive of the change, noting the caveat that some board decisions must be taken in a public board meeting.
3. David Coombs had produced a draft board planner for 2022/23 reflecting the proposal to focus discussion time on the 4 priorities, plus a short list of other organisational priorities. ET members were asked to feedback to David if they had any comments on the timings of their priorities. The planner will be updated on the basis of four public board meetings and informal seminar sessions.

**ACTION: DC/JW**

(Sam Roberts left at this point and Felix Greaves chaired the meeting)

## COVID-19 public inquiry update (item 7)

1. Heather Reid gave a progress update which has identified the areas of NICE’s work that the inquiry is likely to be interested in, including potential ‘hot topics’ where additional details may be requested, and sought ET approval of a witness support package.
2. ET endorsed the support package, also suggesting that consideration be given to offering a ‘buddy’ to key witnesses, either an internal or external person. It was noted that there has been some feedback that the wellbeing provider has been slow in responding to referrals. Heather commented that they will be bespoke one to one sessions for witnesses, but agreed to follow this up with HR colleagues to ensure that is the case.

## Supporting committee chairs and members (item 8)

1. ET reviewed a discussion paper on the role and value of the independent committee members following the CEO’s recent meeting with the advisory committee chairs. ET considered the issues of payment, time commitment and the need to attract a diverse range of experts and lay people onto committees. It was noted that the outputs of the 4 priorities will address some of the concerns raised about length of meetings and volume of papers, but this will not be evident until next year and beyond.
2. Hilary Baker gave an update on the committee recruitment project being led by Jenniffer Prescott and Eric Power which is already looking into many of the issues raised in the discussion paper. The project group has undertaken a survey of committee members and is in the process of developing an action plan which is expected by June.
3. ET noted the issues raised and agreed to await the action plan from project group. In the meantime, any ‘quick wins’ to improve communication with committee members and chairs, such as welcome letters from the CEO and a letter of thanks to employers, should be implemented.

**Learning and development approach 2023/24 (item 9)**

1. Lorna Scoular presented proposals to develop NICE’s approach to learning and development into a ‘consultancy’ based model where the L&D offer is aligned to the skills mapping work and provides measurable value to the organisation. The aim is to shift the current approach of ad hoc individual training requests to a blended learning approach of 70:20:10 – on the job learning: learning with and through others: and formal learning through courses and events.
2. ET was supportive of the approach but expressed concerns about the amount of work to be undertaken by September 2022, including having directorate people plans confirmed and training needs analyses completed, whilst managers are delivering on the business plan priorities. Lorna advised that a hybrid approach would be taken this year, retaining an element of the training budget for individual applications, whilst a revised learning and development policy is agreed for 2023/24 onwards. The next step is for HR business partners to arrange meetings with directorates in the coming weeks to begin discussing their L&D needs.

## Review of the meeting agenda (item 10)

No comments raised.

## Other business (item 11)

There were no further items of business.