**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 14 June 2022

## Present

Sam Roberts Chief Executive (Chair)

Jane Gizbert Director, Communications

Mark Chapman Interim Director, Medical Technology and Digital Evaluation

Nicole Gee Interim Chief People Officer

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Helen Knight Acting Interim Director of Medicines Evaluation

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

Paul Chrisp Director, Centre for Guidelines

Gail Allsopp Interim Chief Medical Officer

## In attendance

Hilary Baker Programme Director, Transformation

Fiona Glen Programme Director, Centre for Guidelines (item 5)

Kendall Jamieson Gilmore Associate Director, Strategy

Alison Liddell Programme Director, DIT Strategy & Governance (item 5)

Seamus Kent Senior Advisor, SEA (item 6)

Eileen Platt Employee Relations Manager (item 7)

Steve Kingman Governance Manager (minutes)

Fatima Chunara Health Technology Assessment Analyst (observer)

## Apologies (item 1)

1. There were no apologies for absence. Jennifer Howells confirmed she would need to leave the meeting to attend a medical appointment with Kendall Jamieson Gilmore covering that part of the meeting.

## 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 31 May 2022 were agreed as a correct record, subject to one minor amendment:

Minute 22 – Final sentence should read “A further update to ET will come back in due course.”

## Matters arising (item 3.2)

1. The actions from the meeting held on 31 May 2022 were noted as complete or in progress. The following matters arising were discussed:
2. EDI representation on NICE committees: It was confirmed the follow up meeting was taking place this week.
3. IT issue – phishing: It was confirmed that a blog had been published and a phishing campaign issued to staff. A debrief and review will follow.

**Board meetings (item 4)**

1. ET reviewed and noted the action logs for the Board seminars and public Board meetings. For the strategic risk action it was agreed a target completion date should be added to coincide with the appropriate Board meeting when they will next review the strategic risk register.

**ACTION: DC**

1. It was agreed that Helen Knight and Felix Greaves will review the PAMP (Patient Access to Medication Partnership) meeting minutes to confirm when the timeline for modular updates will be shared.

**ACTION: HK/FG**

**Business plan priorities 2022/23 (item 5)**

1. ET received a progress report from the Senior Responsible Officers for the four business plan priorities.
2. **Objective 3: MedTech early value assessment:** Mark Chapman confirmed everything was on track and the risks identified can be mitigated.
3. ET discussed the issue of topic selection across the organisation and Gail Allsopp confirmed this will be addressed in the paper being brought to ET on 27 June on the Chief Medical Officer role.
4. It was agreed that at the next update to ET the following issues will be covered: i) How committees are engaging with the process, ii) what the external story is and iii) how the guidance producing teams are feeling. It was also agreed that Pall Johnson would be invited to the next update meeting.

**ACTION: MC**

1. **Objective 1: Digital living guidelines:** Fiona Glen provided ET with an update and confirmed that progress had been made in the last month and key workshops were taking place this week. It was confirmed that resource lists are being reviewed and capacity discussions are taking place with the DIT and comms teams.
2. It was felt that further internal comms are required as workstream leads are clear but some staff within the workstreams are less clear on the work taking place. Hilary Baker confirmed that an internal comms plan has been created and is due to start in June, this includes lunch and learn sessions, newsletter updates, cascading in team meetings and sessions with Change Champions.
3. It was agreed that Jane Gizbert would re-circulate the one page overview document to ET. The overview presentation (4 slides) would be tidied up and images inserted. A central storage space will be set up to enable everyone access.

**ACTION: JG**

1. **Objective 2: Proportionate approach to TA evaluation:** Helen Knight reported the project has been highlighted amber because the overall approach, scope and topic areas have not been finalised. It was reported that progress has been impacted by a required change in the anticipated pilot topic area, but it is hoped the pilots can start in October.
2. Following a question around the implications for income it was confirmed the team do not have the capacity to explore this further currently and therefore it was an accepted risk at this stage. The implications should be clearer for 2023/24 and will be included.
3. It was agreed to bottom out what clinical involvement is and also how the co-ordination between priorities 2 & 3 and the centre management team is working.

**ACTION: JP**

1. **Objective 4: Transformation of the way we work:** Hilary Baker confirmed the transformation objective is on track. Alison Liddell confirmed the work with digital workplace is going well with some challenges with the management of the IT helpdesk.
2. Nicole Gee confirmed the management development training is in its design phase and implementation is being looked at.
3. It was agreed that a note would be drafted to all staff that outlines what is happening now until the end of August (focus on the 4 business objectives, appointments to ET and hybrid contract issues)

**ACTION: SR**

1. Sam Roberts confirmed there is a vacancy for a PMO secondee to have an overall oversight and co-ordinate the change programme. ET were asked to send ideas to Sam. It was noted that ET support submitting a business case to FAP if a secondee can not be identified. It was agreed the business case can be withdrawn if required.

**Real World evidence framework (item 6)**

1. Seamus Kent joined the meeting and provided ET with an overview of the consultation process and confirmed that ET are being asked to approve the document for publication. It was reported to ET that there are 1700 attendees booked on to the launch event taking place next week.
2. ET gave approval to publish the revised Real-world evidence framework for publication on 23 June 2022 ahead of the launch event.
3. ET noted the great work from Seamus Kent, Pall Johnson and the wider team. The comms team were asked to draft some social media templates for ET to use to promote the launch event.

**ACTION: JG**

## Hybrid working (item 7)

Nicole Gee reported that formal consultation had started with the 66 members of staff directly affected by the changes to homeworking contracts and an initial meeting was held last Thursday. Nicole reported that there is some discontent and asked ET to continue to support management wherever possible.

It was agreed that members of ET would speak to individuals who will be directly affected within their teams this week. Nicole Gee would ensure Mark Chapman is sent a list of staff in his area.

**ACTION: ALL / NG**

1. It was agreed that a meeting to agree how to effectively get the message across and agree what role each member of ET has will be convened with Sam Roberts, Nicole Gee and Eileen Platt this week.

**ACTION: SR/NG/EP**

1. It was agreed that the formal ET meetings would include a regular agenda item on hybrid working for the foreseeable future.

**ACTION: DC**

## Operational management committee (item 8)

ET noted the minutes and actions from the OMC meeting held on 30 May 2022.