**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 27 July 2022

## Present

Sam Roberts Chief Executive (chair)

Mark Chapman Interim Director, Medical Technologies

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Jennifer Howells Director, Finance, Strategy and Transformation

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Hilary Baker Programme Director, Transformation

Pall Jonsson Programme Director, Science, Evidence & Analytics

Jenniffer Prescott Programme Director, HTA Process & Operations

Victoria Thomas Head of Public involvement Programme

David Coombs Associate Director, Corporate Office (item 4)

Sarah Byron Interim Programme Director, Devices, Diagnostics & Digital (item 5)

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

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

Eric Power Programme Director, Centre for Guidelines (item 5)

Maria Aziz Senior Programme Manager, Transformation (item 5)

Domini Lawson PMO Manager, Transformation (item 5)

Kendal Jamieson Gilmore Assistant Director, Strategy (item 5)

Eileen Platt Employee Relations Manager (item 8)

Elaine Repton Corporate Governance and Risk Manager (minutes)

Sarah Walpole Clinical Fellow (observer)

Suzanne Tang Public Health Specialty Registrar (observer)

## Apologies (item 1)

1. Apologies for absence were received from Felix Greaves, Helen Knight and Judith Richardson who were represented by Pall Jonsson, Jenniffer Prescott, and Victoria Thomas respectively. Apologies were also received from Gail Allsopp.

## 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 12 July 2022 were agreed as a correct record, subject to the following amendment:

Minute 7 to read:

Jennifer Howells advised that the RIA team had concluded the preliminary, high level service line and products costing work and the information gathered from teams was now being taken forward with Mark Chapman and Paul Chrisp to pilot the detailed work required within their directorates.

## Matters arising (item 3.2)

1. The actions from the meeting held on 12 July 2022 were noted as complete or in progress. The following matters arising were discussed:
2. It was clarified that a plan and timeline for future modular updates of the methods and process guide will be submitted to the Board in March and then on to the PAMP meeting.

**ACTION: HK**

1. Mark Chapman gave ET a brief summary of the key messages in the Government’s response to MHRA’s consultation on the future regulation of medical devices in the UK.
2. In relation to the TA terminations data reported to the board, Jennifer Howells clarified that the percentage of terminations did not impact income levels if other TAs were substituted. It was agreed to provide clarity in the ET report to the September Board meeting that performance on TA completions remained stable compared with previous periods, and there was no overall impact on income levels from terminations if another TA can be slotted in to fill the programme.

**ACTION: HK & JH**

1. The draft board and staff member travel and subsistence policy has been referred to the OMC for review and approval. ET members were requested to ensure that their directorate’s OMC rep is fully briefed on their views to ensure all issues are taken into account in the OMC discussion.

**ACTION: All**

**Board meetings (item 4)**

1. ET agreed the actions arising from the July board seminar and public board meeting and reviewed the draft agendas for the September meetings.
2. There was a query whether the guideline manual update would be presented to the September public board given the wider changes that are required as part of the digital living guidelines objective. This was to be confirmed by Paul Chrisp. The seminar would receive an update on dynamic living guidelines, including the operating model and digital tools.

**ACTION: PC**

1. It was requested that the annual equality report is supported by an EDI action plan and a presentation of the work achieved within the staff networks, to give a full picture of the progress made. Nicole confirmed the annual report was in progress and ET have a session on 9 August to discuss the EDI actions.

**ACTION: NG**

1. ET noted revised arrangements for the submission of board reports and slides with a single deadline for all items. This will ensure that the CEO has dedicated time set aside to review these prior to submission to the board and should only receive the final version for signing off, rather than multiple iterations.

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

1. The SROs for the four business plan priorities gave a progress update for their objectives.
2. It was noted that the proportionate approach to technology appraisal priority will increase capacity for medicines but also have a knock on effect on workloads across multiple supporting teams, as well as provide valuable learning for priorities 1 and 3. It was agreed that the Transformation Team think about how best to manage and facilitate the cross-priority discussions required to avoid duplicate conversations, involving the same people, happening in different forums.

**ACTION: HB**

1. ET also recognised that there were multiple internal groups and forums in existence, some of which were due a review of their terms of reference to ensure they are aligned to the strategic priorities. It was agreed that the Senior Leader’s Forum (SLF) would be asked to undertake a review of the role of the various internal governance groups (method and processes review group, OMC, SLF), to ensure there are better linkages between the groups. SLF reps to agree who is best placed to lead the review.

**ACTION: JW**

**Policy on declaring and managing interests for advisory committees (item 6)**

1. This item was deferred to a future meeting.

## Strategic risks (item 7)

This item was deferred to the formal ET meeting on 9 August.

**ACTION: ER**

**Homeworking consultation proposal (item 8)**

1. Nicole Gee presented options to address the issues raised in the consultations with 67 staff currently on permanent home based working contracts, and asked ET to approve the proposals to allow the consultations on hybrid working arrangements for the rest of the staff to begin in August.
2. Following questions and clarifications, ET approved the recommended terms set out in table 1 to continue to pay the travel expenses of the 67 ‘red circled’ employees and to address the tax liability so there was no detrimental financial impact.
3. It was clarified that if one of the ‘red circled’ employees chooses to move into another role within NICE, they may remain a home based worker, but this will be at the discretion of the new manager and the needs of the business, the protection is lost and they will be required to pay travel expenses in line with the majority of staff if appropriate, depending on the contract agreed. Additionally, if one of the employees chooses to move house to a location of greater distance from the office than their current location, preserved at the point of accepting the new T&Cs, NICE will continue to pay travel costs based on travel from their original home address, any additional travel will be paid by the individual. If an individual is moving home, they should discuss this with their line manager and the line manager can try to limit the amount of commuting office.
4. ET also approved the proposed next steps for beginning the discussions with the majority of staff about moving to a hybrid working contract. The proposal was to consult with the union and hold staff polls, drop in sessions and focus groups to seek feedback.

## Operational management committee (item 9)

ET noted the minutes and actions from the OMC meeting held on 11 July 2022.

**Other business (item 10)**

No further items were raised.