**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 2 February 2021

## Present

Gill Leng Chief Executive

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Felix Greaves Director – Science, Evidence and Analytics (from item 7)

Jennifer Howells Director – Finance, Strategy and Transformation

Judith Richardson Acting Director – Health and Social Care

Alexia Tonnel Director – Digital, Information and Technology

## In attendance

Mark Salmon Programme Director – Information Resources

Rebecca Threlfall Chief of Staff

Elaine Repton Corporate Governance and Risk Manager (minutes)

David Coombs Associate Director – Corporate office (item 5)

Sarah Blagden Public Health Specialty Registrar (item 7)

Danielle Mason Associate Director – Brand and Marketing (item 8)

Angela Wallace Marketing Communications Manager (item 8)

Grace Marguerie Associate Director – Human Resources (item 9)

Nicola Tyson Organisational Development & Training Specialist (item 9)

Fiona Glen Programme Director – Centre for Guidelines (item 10)

## Apologies (item 1)

1. Apologies were received from David Coombs and Felix Greaves for part of the meeting, for which he was represented by Mark Salmon.

## Declarations of interest (item 2)

1. The previously declared interests were noted. Gill Leng advised that her interests had changed and requested that the ET and Board registers be updated.

**ACTION: ER**

## Notes of the previous meeting (item 3)

1. The minutes of the meeting held on 26 January 2021 were agreed as a correct record, subject to correcting Zoe Garrett.

## Matters arising (item 4)

1. The actions from the meeting held on 26 January 2021 were noted as complete or in hand.
2. The ET was still awaiting a copy of SCW’s project highlight report from Lynne Copp for sharing with their senior teams. Jennifer Howells agreed to request a copy and circulate.

**ACTION: JH**

1. Rebecca Threlfall had shared a list of the CEO and Chairman’s meetings with external partners, to which ET member’s speaking events and engagements will be added in future.

**ACTION: RT/JG**

1. ET noted that Jennifer Howells will take over as chair of the Gold group. Gill Leng will continue to attend meetings but not routinely. Elaine Repton to amend the ToR.

**ACTION: ER**

1. Following the discussion of the future direction of NICE’s involvement in the EUnetHTA collaborations post May 2021, Gill Leng asked for a paper to come back to ET in March. Mark Salmon was asked to advise Felix Greaves of the timescale.

**ACTION: MS/FG**

1. ET members were asked to review their business plan objectives for 2021/22 to make them specific and measurable (SMART), in readiness for a discussion at the February board strategy meeting, and potentially to reduce the number. Rebecca Threlfall agreed to circulate the actions from the ET and senior leader’s retreat.

**ACTION: RT**

## Board meetings (item 5)

1. David Coombs joined the meeting. The ET reviewed the actions from the private and public board meetings in January and discussed the draft agenda for the February board meeting.
2. It was agreed to amend the action regarding the organisational design report to ‘ask SCW to consider whether their recommendations could be categorised under efficiency and effectiveness’, as it is an independent report.
3. Jennifer Howells referred to the board’s request for a report back on action to address staff vacancies. She confirmed that she was discussing this with the HR Team but it was also necessary for centres and directorates to advise HR of their vacancies and to progress them, particularly when staff move internally. It was agreed that Jennifer would include a slide in her next director’s report to the board.

**ACTION: JH**

1. Alexia Tonnel requested that the report on arrangements for managing the risks around cyber security be moved to the board’s private session and be scheduled for later in the year as the position was stable at present and the IT team have a number of other priorities. In order to provide assurance, it was agreed that the annual report on IT resilience presented to the audit and risk committee in November be shared with the chairman, and that a further progress report be provided in May at the board’s private session.

**ACTION: AT**

1. Gill Leng noted that the request to receive regular progress updates on the Data and Analytics, Methods and Standards Programme and Implementation plan would be through the annual update, not any additional papers.
2. The ET agreed items for the February board agenda. The external feedback on the strategic plan and the integrated guidance update were to be included in the CEO’s report. The innovative medicines fund was deferred to the morning session of the March board meeting. David Coombs was asked to confirm the order of items with the chairman.

**ACTION: DC**

## Hot topics (item 6)

1. No items raised.

## Medical appraisal and revalidation policy and guidance (item 7)

1. Judith Richardson and Sarah Blagden presented an updated policy and guidance for the appraisal and revalidation of NICE's medical staff. ET welcomed the thorough and comprehensive report. In view of the length of the paper, it was agreed that the table of changes in appendix C would be better in the cover paper for the board meeting, if the paper is presented to the July public board meeting. It was agreed to check whether the revised policy requires board approval as well as the annual revalidation report, which is submitted to the GMC.

**ACTION: JH**

1. It was queried whether the NICE Revalidation Committee was quorate, as there was not currently a medical professional on the board. Judith Richardson advised that Hugh McIntyre will be attending the June committee meeting and that she was meeting with him this week and agreed to share the ET paper.

**ACTION: JR**

1. The revised policy and guidance were agreed and Sarah was thanked for all her work.

## NICE Annual report and accounts 2020/21 (item 8)

1. Danielle Mason sought ET’s views on the approach, timeline and proposed themes for the annual report and accounts 2020/21. ET commented that the content list for the performance section was too long and suggested the topics be themed under 3 or 4 key headings such as COVID-19, EU exit and transformation. This approach was generally supported, along with making appropriate links to the strategic plan. Danielle was asked to look at the MHRA’s last annual report as a good example for comparison purposes.
2. ET requested that the creation of the DIT directorate be included but suggested removal of the development of a new approach to deliberative engagement; the autumn series of virtual events; the appointment of seven NEDs and NICE’s role in the augural world evidence based healthcare day. Also, to amend any SMT references to ET.

**ACTION: DM**

1. ET also asked that the report should reflect the ‘value’ which NICE adds to the healthcare system. The Health Technology Wales annual report was mentioned as a good reference point. Gill Leng and Judith Richardson agreed to discuss how the Field Team can inform the value assessment, outside of the meeting.

ACTION: GL/JR

## Equality, Diversity and Inclusion action plan (workforce) 2021/22 (item 9)

1. Grace Marguerie and Nicola Tyson presented the proposed objectives in the Equality, Diversity and Inclusion action plan for 2021/22 (workforce).
2. Jennifer Howells advised that the actions were purposely ambitious and challenging in order to achieve the step change that NICE needed to make. The action plan was broken into two six month blocks with the priority being recruitment where it was thought the biggest impact could be made. The data in the last annual report showed that the number of BAME applicants then progressing to interview and successful appointment reduced significantly at each stage.
3. ET supported the objectives of mandatory EDI training for all leaders and line managers, the inclusion of an equality question in all interviews regardless of the role, and a mandatory equality objective in all staff appraisals.
4. ET discussed the creation of more diverse interview panels for roles at band 8 and above. This was supported but with the caveat that there will be a resource requirement to do this, so that the responsibility does not fall to the same group of staff who already have a high workload. Grace gave an assurance that the numbers had been checked and it would be manageable to support internally with a training programme provided. ET welcomed support from an external source if this would help ease the burden with interview panels.
5. ET approved the action plan and asked Grace and her team to think about the timing of the activities within the first six months in view of capacity issues within teams.

## Criteria for evaluating structured guideline authoring tools

1. Fiona Glen sought ET’s views on the criteria selected by the cross-institute group for assessing structured guideline authoring tools, in order that a shortlist of tools can be drawn up for further review. ET accepted that the timescale available for the work did not allow for an extensive deep dive, but the evaluation themes would enable a reasonable level of due diligence to be undertaken. It was suggested that an excel table showing a high level fit against each of the ten themes would be helpful.
2. ET discussed the level of risk around funding and investment which Fiona agreed to include in the next paper. It was also queried what the indirect costs would be and whether it would be possible to measure the efficiency and effectiveness of the selected tool. It was thought that effectiveness would be easier to measure than efficiencies gained.
3. It was noted that the DIT team was currently assessing the expected connectivity of new tools with existing tools, and this work will be added to the next report.
4. The criteria were approved to enable the selection process to proceed. Fiona advised that a short list of tools would be available by the end of the week and the next paper would come back to ET on 2 March 2021.

## London office move (item 11)

1. The ET was asked to consider options for the AV/VC systems fit out of the meeting suite in Redman Place. There were 3 levels of kit depending on NICE’s needs. ET discussed whether the most expensive option was justified given the future ways of working are still to be decided and may change again in 12 months. It was considered whether it would be possible to have a flexible option whereby additional kit could be added as technologies develop. Alexia stated that the basic principle was that the software was interoperable with existing internal systems and easily accessible externally. ET commented that given the importance of NICE’s advisory committees, a good spec was essential.
2. It was agreed to proceed with a request to the DHSC on the basis of the highest spec (option 3) in the Thames suite (largest room), option 2 in Wandle and option 1 in Westbourne.

**ACTION: AT**

## Gold group (item 12)

1. The ET noted the following decisions made at the Gold group in relation to the reprioritisation of work programmes in Q4. The following will be paused:

**Corporate office**

* refresh of the corporate risk register to align to 2021/22 business objectives
* procurement and installation of Board pack software
* review of committee recruitment policy

**HR & OD**

* Healthy Work Week surveys – reduced to 1 survey at the end of the week
* review of Induction & launch of re-induction (for maternity returners)
* National Apprenticeship Week 8-14th February to be a scaled down plan
* Cancel monthly staff survey engagement meetings & reconvene tied into 2021 survey
* the skills audit & as part of the enabling workforce strategy for the new business strategy, assess the skills required going forward
* the 360 activity (for Exec Team & their direct reports) & do as 2nd phase of talent management activity
* ‘new to line management training’ & remove 360 activity
* Speaking Up – concept paper to be developed but delivered in 2021

**Connect programme**

* SharePoint business case and pilot
* Comment collection tool
* Shared contacts data management to support CRM decision
* CHTE process & methods
* Quarterly external engagement meetings
* External engagement plan
* Organisational skills gap plan
* Stakeholder registration process management
* NICE wide consultation activities
* Integrated guidance prototypes
* Life sciences hub – DIT to continue with the discovery phase

**CHTE** (not considered a priority)

# Topic Selection Oversight Group

* Office for Market Access
* NICE Scientific Advice
* NICE International

(partly considered a priority)

* HTAi – virtual meeting only
* MTEP guidance – focus on therapeutically critical and digital
* DAP guidance - focus on therapeutically critical and digital
* MIBs – All COVID MIBs will continue
* Transformation – CHTE 2020 and Connect
* Commercial liaison – demand from TA/HST only

**Health and social care**

* Quality standards
* IAC & QSAC committees stood down temporarily
* Field Team
* Impact reports

**Comms**

* Reduce promotion in media of published guidance (on case-by-case basis)
* Impact report promotion
* Social care ‘how to use our guidance’ toolkit
* Weekly policy digest
* Monthly CEO update
* NICE times
* Comms work to support OMA project
* Planned system development for Enquiries
* Prioritising FOI/PQs/MP/NHS & DHSC responses

## Strategy and business planning (item 13)

1. Jennifer Howells gave a progress update on the 2021/22 budget setting discussions. A scenario planning paper will come to ET next week for review. Ahead of the meeting ET members were asked to consider their priorities based on a 2% overall budget reduction and a 5% vacancy rate.

**ACTION: All**

**Review of the meeting (item 14)**

1. ET considered whether the medical revalidation paper was too long and queried whether it needed to be reviewed by ET. It was agreed to check whether the policy required board approval or whether just the annual compliance report for submission to the GMC needed to be approved by the NICE board.

**ACTION: ER**

## Other business (item 15)

1. It was agreed to remove AOB from future agendas as any urgent items would be raised under the hot topics section.