**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 13 April 2021

## Present

Jennifer Howells Director, Finance, Strategy and Transformation (chair items 1 – 7)

Meindert Boysen Director, Centre for Health Technology Evaluation and Deputy Chief Executive (chair items 8 - 14)

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Judith Richardson Acting Director, Health & Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Jeanette Kusel Director, NICE Scientific Advice

Rebecca Threlfall Chief of Staff

Elaine Repton Corporate Governance and Risk Manager (minutes)

David Coombs Associate Director, Corporate Office (items 6 and 10)

Dalia Dawoud Senior Scientific Adviser (item 6)

Grace Marguerie Associate Director, HR (item 6)

Swapna Mistry Project Manager (item 6)

Nicola Tyson Organisational Development and Training Specialist (item 6)

**External guests**

Lynne Copp Consultant, SCW (item 11)

Matthew Gould Chief Executive, NHSX (item 9)

Tara Donnelly Chief Digital Officer, NHSX

Lisa Hollins Director of Innovation, NHSX

Kassandra Karpathakis Head of AI Strategy, NHSX

Catherine Pollard Director of the Centre of Expertise in Data, NHSX

## Apologies (item 1)

1. Apologies were received from Gill Leng. In Gill Leng’s absence, Jennifer Howells chaired the meeting until 11.00am when Meindert Boysen joined and took over as the chair. Jeanette Kusel represented Meindert Boysen from 10 – 11:00am.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3)

1. The minutes of the meeting held on 6 April 2021 were agreed as a correct record.

## Matters arising (item 4)

1. The actions from the meeting held on 6 April 2021 were noted as complete or in hand.
2. ET noted that an update on the development of an Innovation Manifesto for the Minister for Innovation at DHSC will be given at the Board in April but the deadline for providing a further update to the DHSC has been deferred and is yet to be confirmed. Carole Longson is aware.
3. Felix Greaves confirmed that he is planning to speak with the chairman to agree how the success indicators for the Innovative Licensing and Access Pathway should be developed, to meet the board’s requirements.

## Hot topics (item 5)

1. **Health and care bill** – Judith Richardson reported that the DHSC Sponsor team had suggested that NICE responds to the draft health and care bill in relation to the draft wording on Quality Standards. ET agreed that quality standards should remain a core output of NICE and should continue to be updated and maintained but not at the detriment of other outputs, and they also needed to be closely aligned to future living guidelines. Judith agreed to speak with David Wright in the DHSC Policy Team to agree a form of words for inclusion in the draft bill.

ACTION: JR

1. Jennifer Howells confirmed the Remuneration Committee had given approval for the talent management and succession planning framework to proceed, meaning ET members need to have had discussions and appraisals with their direct reports in time for the moderation exercise on 11 June.
2. ET noted that the board development session (2:00-5:00pm) on 21 April is now likely to be a NED only event therefore ET members could use the time either for a development session of their own, or to discuss other priorities such as the organisational design next steps. It was agreed to come back to this later on the agenda when Meindert Boysen is present.
3. ET members were advised that the directorate budgets will be circulated this week with the final budget coming to ET for sign off on 27 April. Jennifer Howells encouraged Directors to progress the recruitment decisions made in February.

## Shadowing formal meetings: creating opportunities for black, Asian and ethnic minority staff to access senior meetings (item 6)

1. Grace Marguerie presented a proposal to develop a scheme to support black, Asian and minority ethnic members of staff to shadow senior leader meetings as a development opportunity. This is one of a wider number of objectives in the Diversity, Equality and Inclusion action plan for 20201, which if successful, will be considered for rolling out to other groups of staff who are under-represented at a senior level. It is proposed that the scheme will be open to four members of staff on a quarterly basis, at band 7 and above.
2. ET fully supported the proposal including the pairing of candidates ideally with an ET member as a programme ‘buddy’ to provide support before and after the programme to discuss their learning goals, experiences and future aspirations. It was agreed that a formal evaluation needed to be built in to assess what the programme achieves. Nicola Tyson agreed to add this to the paper.

**ACTION: NT**

1. In terms of the senior meetings to be included, it was considered that the Publication Executive has generally light agendas which probably lack a richness of debate to be useful. Nicola Tyson stated that the cohort was small enough to bespoke it for each candidates’ needs. It was suggested that the Connect Steering Group might be more useful in order to follow the progress of a paper or a project through to ET and on to the Board. Attendance at board meetings will be discussed with the chairman.

ACTION: GM/NT

## Recommendations from the Freedom to Speak Up Guardian survey (item 7)

1. Jeanette Kusel presented a series of recommendations from the National Guardian Office annual report published in March 2021, with suggested actions for further developing the role of the Freedom to Speak Up Guardians.
2. ET welcomed the positive report and supported the planned actions to be taken, subject to the following amendments:

* Reference to ‘staff from a black, Asian and minority ethnic background are raising cases indicating that there are no barriers for this group of staff’ to be re-worded
* A number of Non-Executive Directors to be offered the NGO ‘Follow-Up’ online training course rather than being mandatory for all NEDs
* The eligibility criteria to become a future FTSU guardian is to be open to all roles at Associate Director level and above, and to include the requirement that individuals must be confident dealing with Executive Directors
* The communication for all staff to share the annual review and further planned actions should articulate the positive impact the FTSU guardian roles are having at NICE
* Jeanette Kusel to check whether other health ALBs have a selection criteria for their FTSU Guardians.

**ACTION: JK**

1. ET considered whether there should be a criteria for the types of issues referred to the FTSU Guardians, and if the number of cases were to escalate significantly, at what point would additional guardians need to be recruited. Jeanette stated that they triage cases and signpost staff to the most appropriate route, either through a manager, a director or the HR team. It was noted that there appeared to be a recent rise in employment caseload and it was agreed to raise the issue of caseload under ‘hot topics’ at next week’s ET meeting with Grace Marguerie in attendance.

**ACTION: JH/GM**

(Meindert Boysen joined the meeting and took over as the chair)

## Standardising agreements with our strategic partners (item 8)

1. Rebecca Threlfall presented an approach to standardise NICE’s relationships with its key partners, where the intention is to develop a strategic collaboration agreement rather than a binding contractual arrangement. Jennifer Howells supported use of the standard template for efficiency purposes but stated that legal advice would still be required for agreements with non-DHSC ALBs.
2. ET reviewed the draft template and requested a number of amendments. Directors were asked to feedback to Rebecca organisations to be included in the strategic priority list in annex 2.

ACTION: Exec Team/RT

## NHSX presentation (item 9)

1. Matthew Gould and members of his senior team joined ET to discuss NHSX’s strategic priorities and the areas for future joint collaboration with NICE. Each member of the NHSX team gave a brief summary of their objectives for the year ahead.
2. ET agreed the session had been extremely useful and important for the strategic partnering, particularly with the Office for Digital Health and agreed to arrange a further discussion in three months.

ACTION: RT

## NED Induction session – 14 April 2021 (item 10)

1. David Coombs confirmed the arrangements for the new NED induction session on 14 April. The agenda and presentations had been circulated.
2. ET was unclear whether directors would be taking part in the board’s development session on 21 April, or whether the time would be free for a separate ET meeting. There were a number of topics suggested for discussion, depending on the time available. Meindert agreed to clarify ET attendance with the chairman to enable arrangements to be confirmed.

**ACTION: MB**

## Organisational design update (item 11)

1. Lynne Copp presented slides setting out next steps for the organisational design work. Lynne explained the 7 top level goals, cross-cutting themes and dependencies. ET asked a number of questions for clarification, including the links with the current NICE Connect transformation programme. Directors were asked to let Lynne have the contact details of any staff she will need to speak to about ongoing business transformation work.

**ACTION: Exec Team**

1. ET queried whether recruitment decisions already made should proceed if the shape of the organisation will change. Lynne advised that recruitment should continue as planned with the focus being on the person spec and skills requirement for roles rather than the level of posts in the current hierarchy.

## Gold group (item 12)

1. ET noted the decisions made at the Gold group meeting:

* NICE will not set up its offices as lateral flow testing centres but would strongly advise staff to self-test before coming into the office, and to repeat the test twice weekly if they intend being in the office regularly.
* All staff should wear a face mask in the office apart from when they are seated at a desk, until such a time that Government advice changes. This is to be checked with the other ALBs who share our offices, so that everyone is operating the same policy, before any communications are sent to staff.

1. Jennifer Howells encouraged directors to review the office occupancy survey results and recommended that there were a number of issues still to be worked through by Gold group before sharing the feedback and next steps with the wider staff.

## Strategy and business planning (item 13)

1. Nothing to discuss.

## Review of the meeting (item 14)

1. ET reviewed the meeting and agreed that the discussion with NHSX colleagues was really helpful but required at least an hour in future.