**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 1 June 2021

## Present

Gill Leng Chief Executive

Meindert Boysen Director, Centre for Health Technology Evaluation and Deputy Chief Executive

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Judith Richardson Acting Director, Health & Social Care

## In attendance

David Coombs Associate Director, Corporate Office (minutes)

Alison Liddell Programme Director, Digital, Information and Technology

Carole Longson Life Sciences Adviser (item 6.1)

Mark Minchin Associate Director, Health and Social Care (item 5.1)

Rebecca Threlfall Chief of Staff

## Apologies (item 1)

1. Apologies were received from Alexia Tonnel who was represented by Alison Liddell.

## 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 25 May 2021 were agreed as a correct record subject to the reallocation of the action in paragraph 16 to Jennifer Howells.

## Matters arising (item 3.2)

1. The actions from the meeting held on 25 May 2021 were noted as complete or in hand.
2. ET discussed venue options for their retreat on 28/29 June and expressed a preference for a public building rather than hotel if possible. It was agreed that Rebecca Threlfall would explore options and confirm the venue with Gill Leng.

ACTION: RT/GL

1. Gill Leng asked Meindert Boysen to ensure she is updated on the work to address the capacity challenges in the technology appraisal and highly specialised technologies programmes.

ACTION: MB

1. ET discussed the arrangements for discussing NICE’s role in addressing health inequalities with the Board. Given the proposal to engage external input to support this work, it was agreed to defer the update from the July to the September Board meeting and provide a short overview of the proposed upcoming work as part of the Chief Executive’s update to the June Board strategy meeting.

ACTION: RT/JR/FG

## Hot topics (item 4)

1. **Asthma guideline:** Paul Chrisp reminded ET of NICE’s collaboration with the British Thoracic Society (BTS) and Scottish Intercollegiate Guidelines Network (SIGN) to produce a jointly badged guideline on asthma. When establishing the project, it was agreed the organisations would appoint co-chairs for this work and SIGN are looking to nominate a member of their Council as their co-chair. Paul asked ET for a view on whether this would be a concern for NICE. ET noted that members of the SIGN Council are nominated by Royal Colleges or other professional organisations or committees, but also represent their specialty or discipline in a wider sense and consult with other specialist societies in their field. They determine the overall direction of SIGN’s development and play a key role in shaping the SIGN guideline programme and do not have an executive role. As such, ET agreed this did not represent a conflict of interest and did not have any concerns about the principle of SIGN appointing a Council member as co-chair.
2. **First Databank (FDB):** Paul Chrisp highlighted a potential opportunity to collaborate with FDB to explore how NICE content could be used to populate at least one of FDB’s systems and asked for ET’s view given NICE does not yet have a channel strategy in place. ET agreed that it would be helpful to explore this further and then come back to ET for a further discussion on the strategic question of whether NICE should collaborate with suppliers of individual systems or instead focus on ensuring multiple systems can access NICE content. ET were mindful of the need to ensure that any agreements with individual suppliers maximise the commercial benefit for NICE and that a single supplier is not given preference without due process.

ACTION: PC

1. **Post-balance sheet events:** Jennifer Howells asked ET to highlight any issues that need to be disclosed in the annual accounts as a post-balance sheet event. It was agreed that the request should be emailed to ET members for ease of reference.

ACTION: JH

1. **Life sciences regulatory framework:** Jennifer Howells highlighted an approach from Global Counsel who have been commissioned by the ABPI to develop a vision paper on the life sciences regulatory framework. It was agreed Carole Longson should lead on providing NICE’s input to ensure alignment with other activity in this area.

ACTION: CL

## Quality standards and guidelines alignment (item 5.1)

1. Mark Minchin presented the proposal to cease the production of new quality standards (QS) and instead focus on maintaining the existing catalogue. By retaining the ability to maintain existing QS and develop new QS if required by the Department for Health and Social Care (DHSC) or NHS England, NICE would continue to comply with the requirements in the Health and Social Care Act 2012. Mark highlighted the impact on staff and the QS committees and noted that the proposals will deliver financial savings. However, given the programme is already carrying vacancies, these savings may in effect have already been delivered.
2. ET discussed the proposals and noted that the change to the nature of the programme has previously been discussed with the Board. It was noted that the proposals form part of the new vision for guidelines, with standards and indicators coming together with guidelines to create more measurable recommendations. As part of this, it is proposed that the QS team would move to the Centre for Guidelines, as would staff working on the Indicators programme subject to further discussion between Gill Leng and Judith Richardson.

ACTION: GL/JR

1. It was agreed that this rationale of bringing together QS, indicators, and guidelines should be articulated and incorporated into the upcoming Board paper on the future executive portfolios. Following which, staff could be briefed on the proposed changes.

ACTION: PC/JR/FG

1. Gill Leng highlighted the importance of a coordinated approach to engaging with affected staff across the organisation following the Board’s discussion of the revised executive portfolios. Jennifer Howells agreed to check the status of this planning with SCW.

ACTION: JH

## Strategic external input to support NICE’s work (item 6.1)

1. Rebecca Threlfall and Carole Longson presented the discussion paper that sought ET’s views on potential mechanisms for NICE to access additional strategic input and expertise on a regular basis, to complement existing arrangements.
2. ET discussed the proposals in the paper and agreed it would be helpful to establish new mechanisms for seeking strategic input from stakeholders. This would include advising on changes in the external environment, helping to update the analysis undertaken as part of the strategic plan development, and advising on the impact of the strategy to date. ET discussed the merits of seeking input from a stable group of attendees as opposed to bringing different people together depending on the topic. The importance of a multi-layered approach and accessing voices who may have constructive criticism of NICE’s work was noted.
3. ET agreed to hold 2 sessions in September that would feed into the development of the business plan. One session would focus on life sciences horizon scanning, and the second the clinical environment. Following these sessions, ET could consider whether to hold future events with these same groups or adopt a more flexible approach depending on the issues to discuss. It was agreed that a draft outline of the proposed events and a potential invite list should come back to ET in a month. This work should also take account of the proposed strategic engagement by NICE International to avoid any duplication.

ACTION: RT

1. ET noted the potential links with the strategic influencing work led by Moya Alcock and asked that the stakeholder map produced as part of this is shared with ET.

ACTION: JR/MA

## Review of the meeting (item 7)

1. ET reviewed the meeting and there no issues of concern.

## Any other business (item 8)

1. Felix Greaves highlighted that a session with the Board on digital health technologies has been arranged for 17 June and stated all ET members are welcome to attend.
2. ET agreed to use the afternoon after the Board meetings on 16 June for an informal get-together.
3. Gill Leng highlighted the appointment of two new technology appraisal committee chairs and a new chair for the indicator advisory committee following interviews last week. Unfortunately, it was not possible to appoint a new chair for the medical technologies advisory committee.