**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 22 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 (items 1 to 6.2 inclusive)

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

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Hilary Baker Programme Director, Finance, Strategy and Transformation (item 7.1)

David Coombs Associate Director, Corporate Office (minutes)

Martin Davison Associate Director, Finance – Financial Management & Services (item 7.1)

Fiona Glen Programme Director and Deputy Centre for Guidelines Director (items 6.3 to 10 inclusive)

Deborah Lee Senior Project Manager, NICE International (item 7.2)

Pilar Pinila-Dominguez Principal Scientific Adviser, NICE International (item 7.2)

Mark Sullivan Interim Senior Programme Manager, Transformation (item 7.1)

Nichole Taske Associate Director, Centre for Guidelines (item 6.1)

Rebecca Threlfall Chief of Staff

## Also present

Hina Naik Midlands and Lancashire Commissioning Support Unit (item 7.1)

Scott Schofield Midlands and Lancashire Commissioning Support Unit (item 7.1)

Claire Wilcock Midlands and Lancashire Commissioning Support Unit (item 7.1)

## Apologies (item 1)

1. Apologies were received from Paul Chrisp for the latter part of the meeting, with Fiona Glen deputising.

## 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 15 June 2021 were agreed as a correct record. It was agreed that paragraph 24 reflected the discussion at the last meeting and did not preclude ET agreeing to introduce a 5 x 5 risk scoring matrix before April 2022 if that was agreed to be appropriate.

## Matters arising (item 3.2)

1. The actions from the meeting held on 15 June 2021 were noted as complete or in hand.
2. ET noted revised programme management arrangements have been put in place to support the organisational design work, with Lynne Copp and Catherine Thomas remaining in a strategic advisory role. It was noted that SCW are meeting with each director to confirm the existing organisational chart and any internal secondments in place, in order to clarify the impact of potential changes to the executive portfolios. Gill Leng asked Alexia Tonnel to explore whether the digital workplace programme could explore the scope to automate the updating of the organisational chart to reflect starters, leavers and staff moves in future.

ACTION: AT

1. It was noted that Grace Marguerie and Michelle Rowlands are clarifying the approach the other health Arms Length Bodies (ALBs) are taking to minimum expected frequency for staff attending the office. It was agreed that Gill Leng’s presentation to the all staff meeting should note the upcoming commissioning of consultants to make recommendations on the future ways of working, but maintain the current message to staff on the return to the office until there is confirmation on the approach in other ALBs.

ACTION: GL/RT

## Board meetings (item 4)

1. ET reviewed the actions from the June Board strategy meeting and agreed the international benchmarking of action to address health inequalities should focus on health technology assessment.
2. ET reviewed the proposed agenda items for the July Board meetings and agreed slides should be developed to support a high level discussion on the NICE International Strategy in the morning session to enable the NEDs to comment and shape the strategy before it is finalised. It was agreed to defer a speaker from an Integrated Care System given the number of items for the morning session, and also the need to schedule a NED-only meeting to discuss the proposed revised executive portfolios.
3. ET noted the intention to hold the July Board meetings in person, but agreed this would need to be reviewed if the requirement for social distancing and wearing of face coverings is still in place on 21 July. If the meeting goes ahead in person, ET favoured holding this at the Royal College of Physicians given the similar cost to arranging for a third party to film the meeting at Redman Place.

ACTION: DC

## Hot topics (item 5)

1. Meindert Boysen updated ET on the 3 drugs discussed with the Board last week: Inclisiran, Sapropterin, and Aducanumab. It was noted that next week’s ET retreat would provide the opportunity to discuss the implications of innovative new technologies for NICE’s operating model in advance of the discussion at the October Board strategy away-day. It was agreed that Meindert Boysen would consider further NICE’s engagement with stakeholders about Aducanumab.

ACTION: MB

1. Jennifer Howells stated that the National Audit Office (NAO) are undertaking their final checks before passing NICE’s annual report and accounts to the Comptroller and Auditor General for sign-off. The NAO have asked for confirmation that Gill Leng, as the Accounting Officer, would still sign the financial statements and letter of representation as at 22 June 2021; and that there are no further subsequent events that would require adjustments to the financial statements. Both statements were confirmed.
2. Felix Greaves highlighted that the draft NHS data strategy was published earlier today. It was agreed to include a slide on the strategy in the Chief Executive’s update to the morning session of the July Board meeting.

ACTION: FG/RT

## Enabling the delivery of living guidelines recommendations (item 6.1)

1. Nichole Taske presented the update on joint working with Cochrane and the proposed next steps, including signing a collaborative agreement and purchasing a licence for the RevMan software. Funding is requested to cover the licence for RevMan and to fund additional technical resource for 12 months to support the introduction of novel collaborative approaches to the prioritisation and timely delivery of systematic reviews.
2. ET discussed the proposals and supported the work to develop NICE’s collaboration with Cochrane. ET noted that NICE’s internal procurement and intellectual property subject matter experts had reviewed the proposed collaboration agreement but agreed it should be reviewed by NICE’s legal advisers, in particular with regard to the provisions around intellectual property and the re-use of information.

ACTION: NT

1. ET supported the proposed investment in the RevMan software licence and the additional technical capacity to support the work on systematic reviews. Greater clarity was requested on the timescale for developing a ‘minimum viable product’ for non-Cochrane users of RevMan web, and ET suggested exploring whether NICE could commit additional resources non-recurrently in 2021/22 to bring forward the timescales. In relation to the additional technical capacity for systematic reviews, ET highlighted the need to consider the best approach to filling the fixed term roles to ensure this does not exacerbate existing capacity challenges elsewhere in the organisation.

ACTION: NT/PC

1. ET highlighted the need to build on this collaboration to support other programmes across NICE that also undertake systematic reviews. ET noted the strategic importance of this work in the context of the aim of dynamic living guidelines and agreed this should be highlighted in both the Chief Executive’s update and Executive Team report to the July Board. Gill Leng stated that she would also meet with her counterpart at Cochrane.

ACTION: RT/GL

1. Jane Gizbert was also asked to consider how to promote this work, and other progress with delivering the strategy.

ACTION: JG

## Upcoming ET retreat (item 6.2)

1. ET discussed the arrangements for the ET retreat on 28 and 29 June. It was agreed that attendees would undertake a lateral flow test on the morning of 28 June and to adopt the same approach as previous events.
2. ET reviewed the draft agenda and agreed to extend the time allocated to the discussion on NICE’s operating model for health technology assessment and guidelines. Gill Leng and Rebecca Threlfall would finalise the agenda accordingly.

ACTION: RT/GL

## Integrated performance report (item 7.1)

1. ET welcomed colleagues from Midlands and Lancashire Commissioning Support Unit (MLCSU) who have been supporting NICE with the development of a new integrated performance report.
2. ET reviewed the draft report and welcomed the visual presentation. It was suggested that it would be helpful to include more infographics for the data and a year-end forecast for the indicators. It was agreed that the proposed report for the July Board, with the April and May data, should come to ET for review prior to circulation with the Board papers. In advance of this, ET members were asked to provide any further suggestions over the coming week.

ACTION: MLCSU/DC/MD/MS

1. It was noted there will be iterative approach to the report and it was suggested that it would be helpful to develop more externally focused indicators in the future, alongside the current work to develop indicators in areas such as sustainability.
2. It was noted that MLCSU are developing templates for populating the report, which should not therefore increase the current reporting burden on teams providing the data. The longer term aim is to automate more of the reporting process, but this links to the wider work on a data management strategy and the digital workplace.
3. ET noted that the report will need to be provided as a ‘flat’ pdf so it can be part of the Board paper pack in Board Intelligence, but ET may in future have the ability to interrogate the report in Power BI. It was agreed to reflect on the use of Board Intelligence so far, at an ET meeting after the July Board meeting.

ACTION: DC

## NICE International progress update and 5 year strategy (item 7.2)

1. Pilar Pinilla-Dominguez presented the NICE International progress update and the proposed 5-year strategy for NICE International.
2. ET reviewed the progress report and agreed this should be presented to the July public Board meeting to outline the achievements and developments over the last 12 months and the pipeline of future work, subject to further review of the financial section with the finance team.

ACTION: PPD/DL/JH

1. It was agreed that slides should be developed to inform a high level discussion at the morning session of the July Board meeting on the strategic ambitions for NICE International. Subject to the Board’s support for these ambitions, ET agreed the proposed additional investment in the team in 2021/22 and to fund the anticipated deficit from NICE’s core funding given the importance of the international work to NICE’s wider strategy.

ACTION: PPD/DL/MB

## Gold group (item 8)

1. ET confirmed the decision at the gold group on 21 June 2021 to issue the specification for consultants to develop new ways of working across NICE, subject to the agreed amendments at gold group.
2. It was agreed to discuss NICE’s preparations for the COVID-19 public inquiry over dinner at the ET retreat.

## Review of the meeting (item 9)

1. ET reviewed the meeting and agreed that while the item on collaboration with Cochrane was strategically important, the paper was too long and detailed.

## Any other business (item 10)

1. Jennifer Howells noted that following ET’s confirmation earlier in the meeting under ‘hot topics’ the NAO had now approved the annual report and accounts for submission to the Comptroller and Auditor General.