**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 31 August 2021

## Present

Gill Leng Chief Executive

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

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Fiona Glen Programme Director – Public Health and Social Care

Rebecca Threlfall Chief of Staff

Lisa Hooley OD Learning and Talent Manager (item 5.1)

David Coombs Associate Director – Corporate Office (items 5.2 and 5.3)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies were received from Paul Chrisp who was represented by Fiona Glen.
2. ET welcomed Nicole Gee to her first meeting.

## 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 24 August 2021 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 24 August 2021 were noted as complete or in hand.
2. It was requested that a date be confirmed for ET to have a further review of the proposed terms of reference for the NICE International external advisory group.

**ACTION: ER**

1. It was noted that David Coombs was reviewing the sequencing of the integrated performance report for the board to ensure that ET received a version which included updates from the Transformation Portfolio Board and its sub-groups. Fiona Glen agreed to follow up whether additional narrative had been provided to explain the unplanned nature of guidance surveillance reviews, which were currently over reporting.

**ACTION: FGl**

1. It was agreed not to include the suggested new risk relating to the tender exercise for the collaborating centres in the strategic risk register but to add it as an operational risk.

**ACTION: ER**

## Hot topic (item 4)

1. **ME/CFS guideline roundtable** – ET noted that the highly sensitive ME/CFS guideline had been paused and that a roundtable discussion was planned for 17 September to bring together the various stakeholder groups to agree a way forward. Views were sought on who would be acceptable to all those involved as being ‘sufficiently independent’ to chair the meeting. Three names were suggested.

**ACTION: GL**

## 2021 Staff survey results and action plan (item 5.1)

1. Lisa Hooley sought feedback on the staff survey report and the proposed action plan which will be submitted to the board in September. Staff groups and the Union have had the opportunity to comment and input into the development of the NICE-wide action plan in advance of the board meeting. Lisa confirmed that there will be further detailed action plans by team to address specific issues. Lisa was asked to highlight this in the cover paper.
2. ET acknowledged the results were very positive in view of a very difficult 18 months. A number of amendments were requested to:

* highlight the key issues of work/life balance, wellbeing and career development in the cover paper and detail the work that is already underway to support staff
* explain the positive and negative ‘rounding’ differentials in the tables on page 3
* add narrative to the decreased score about how NICE is led, to make reference to the changes in ET, the board and new ways of working within the strategic plan
* emphasise the teams where there are distinct issues such as capacity in CHTE

1. It was agreed that Lisa would work with Jennifer Howells and Nicole Gee to re-frame the cover paper for the board to highlight three or four key areas to focus on in the action plan and to share the next iteration with Gill Leng.

**ACTION: LH/NG/JH**

1. ET discussed re-prioritising some business plan objectives to enable staff to focus on the most important activities and help alleviate workload pressures and stress. Jennifer Howells stated that ET should begin a review of business plan in September and discuss with the board and DHSC any objectives that are planned to be stopped or deferred to next year. ET agreed that this needed to be done by the end of September to support staff, and a date needed to be identified.

**ACTION: JH**

## Revisions to Standing Orders and Standing Financial Instructions (item 5.2)

1. ET reviewed proposed changes to the Standing Orders and Standing Financial Instructions which have been updated to support more streamlined decision making, remove duplication and propose more proportionate tendering procedures.
2. It was noted that the proposed expenditure level for Directors was up to £250k within their authorised budget and the board approved business plan.  This did not include consultancy which had a DHSC spending restriction of £100k.  It was agreed to add a comment to clarify this in the table at SFI 38.  A query was raised about the requirement that cost should normally be given a 50% assessment weighting in regard to the other selection criteria in a procurement process. Jennifer Howells advised that consideration was being given to including a minimum quality threshold before considering cost and the SFIs may be updated to reflect this before presentation to the Audit & Risk Committee.

**ACTION: DC/ER**

## Use of Board Intelligence (item 5.3)

1. David Coombs sought ET’s feedback on the use of the Board Intelligence software. ET were generally satisfied with the product. It was agreed that David would share instructions on how to screen shot text, send ET a link to the pdf pack that is emailed to the PDs and ADs, and send ET the link to where ET and board papers are saved on the shared drive. It was also requested that future meeting packs with a single large paper, should be sub-divided on the agenda with separate bookmarks, making it easier to navigate.

**ACTION: DC**

1. ET discussed whether access to BI could be extended to all staff. It was agreed that this was not feasible due to current licensing costs and the potential for BI to be phased out in the future to make more efficient use of integrated Office365 products.

## Executive report to the board (item 5.4)

1. ET confirmed the topics for inclusion in the September executive report to the board and the topics to cover within CEO’s update slides. Rebecca Threlfall agreed to make the amendments.

**ACTION: RT**

1. Jennifer Howells and Nicole Gee agreed to discuss separately the recent commission of the world of work and skills mapping exercise.

**ACTION: JH/NG**

## Strategic items (item 6)

1. None.

## Review of the meeting (item 7)

1. No comments.

## Other business (item 8)

1. **Board member inductions** – ET noted that some board members who are attending the audit and risk committee in person on 8 September, will be having a tour of the London office and meeting some staff informally for lunch. ET members who were able to attend were invited to join the NEDs over lunch.