**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 2 November 2021

## Present

Gill Leng Chief Executive (chair until item 7.1)

Meindert Boysen Deputy Chief Executive and Director, Centre for Health Technology Evaluation (chair from item 7.1)

Paul Chrisp Director, Centre for Guidelines

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 Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Kendall Jamieson Gilmore Interim Chief of Staff and Associate Director, Strategy

David Coombs Associate Director, Corporate Office (item 5.1)

Martin Davison Associate Director, Finance (item 5.1)

Moya Alcock Acting Programme Director, Leadership and Engagement (item 6.2)

Rachel Neary-Jones Senior Manager, Leadership and Engagement (item 6.2)

Elaine Repton Corporate Governance and Risk Manager (minutes)

**Shadowing**

Mariam Sood Senior Data Scientist, Centre for Guidelines

## Apologies (item 1)

1. There were no apologies for absence.

## 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 26 October 2021 were agreed as a correct record subject to an amendment to paragraph 26 to state that ET felt the NICE International Strategy document should have a text-based Word version for the November board meeting and a shorter designed version for external audiences.

## Matters arising (item 3.2)

1. The actions from the meeting held on 26 October 2021 were noted as complete or in hand.
2. A report on the outcomes from the board to board meeting with the MHRA was awaited. This will come to ET for review when available.
3. Nicole Gee asked ET colleagues to help with responses to some of the questions raised at the October all-staff meeting as there were 35 in total which was proving to be a time consuming exercise. ET agreed that it was important to offer staff the opportunity to ask questions and to ensure that full responses were provided, however, noted that it would ease the burden if questions were raised via the directorate meetings too, where appropriate.
4. Felix Greaves agreed to speak with Clare Langan to find a second, earlier date for a short session for relevant ET colleagues to prepare for the meeting with Tim Ferris, NHSE/I.

## Hot topics (item 4.1)

**Pre-board discussion: process and methods review** – It was confirmed that the pre-board meeting discussion planned for 5 November will go ahead without the Chairman as unfortunately she is unwell.

**Skills capabilities** – Directors were asked to support the skills capabilities review being undertaken by Deloitte. The HR team has been working with Deloitte to try to make the process less complex, in response to feedback received from teams.

**Ministerial annual accountability review** – Gill Leng provided feedback from the annual accountability review with Lord Kamall, particularly his keenness for NICE to be recognised as an international leader. ET noted that international work was time consuming and resource intensive and that NICE International was a small team, meaning it will be difficult to make any significant impact. There were potentially some resources within SEA directorate and the Commercial Team to support the strategic ambitions, but ideally additional government support would help greatly. It was suggested that when the international strategy is presented in November, the board is advised that international work will need to be broken down into manageable work packages, due to the resource input required.

**Spending review settlement** – Jennifer Howells referred to the email she had circulated detailing the outcome of the government’s spending review 2021. The DHSC will now go through its own business planning process before NICE will have its budget allocation for 2022/23 confirmed. ET noted the £95m allocation to the Office for Life Sciences to support cutting-edge innovation in the NHS. Meindert Boysen advised that he was meeting with Colin Wilson from the OLS and would raise with him NICE’s bid for funding.

**NHS England Innovation Service** – ET noted that there are currently discussions between NHSE and ALBs about the respective obligations within their SLAs in relation to liabilities for use of the innovation service. Meindert Boysen confirmed that NICE has put in a spending review bid to support strategic topic selection. As it stands, we have decided not to bid for delivery of the AAC innovation service. Sarah Byron is leading the work. Gill Leng asked to be provided with a briefing ahead of her attendance at the AAC board meeting on 10 November.

**ACTION: KJG/MB**

**Government functional standards** – Jennifer Howells advised ET that the Cabinet Office had issued a communication to Accounting Officers confirming that all government departments and their ALBs must demonstrate how they are meeting the functional standards by 1 April 2022. The corporate office will undertake a piece of work to identify leads for each standard which is applicable to NICE.

**ACTION: JH/ER**

## Integrated performance report for November board (item 5.1)

1. ET reviewed the draft integrated performance report, part of which will be submitted to the November public board meeting, with the full final version discussed at the quarterly accountability meeting with the DHSC. Some Directors provided feedback that the commentary did not reflect the current position and also queried some of the RAG ratings. It was agreed that Directors review the commentary against their objectives and programme outputs and send their updates to David Coombs.

**ACTION: All**

1. ET discussed the comments from the board about how to ensure data is available on the current operational pressures in the guidance programmes, given the report is focused on the final outputs and therefore current pressures that may not affect outputs until next year or even beyond are not reflected. It was agreed that data would be included in the CEO’s update slides to the morning session of the November board meeting to facilitate a discussion on the current pressures in the TA programme and the outcome would inform a consideration of any changes to be made to the performance report in 2022/23.

**ACTION: MB**

1. On the ‘people’ section of the report, Nicole Gee commented that she would like to bring a set of key HR metrics to ET for discussion and agreement of which ones should be reported to the board. It was agreed to retain the current measures for this year and use the commentary sections and cover paper to bring out the key messages for the board. Nicole agreed to add a section in the CEO update to the private board meeting to surface some of the HR trends that have been identified.

**ACTION: NG**

1. Martin Davison outlined the financial position and referred to the draft slides he had circulated for the private board meeting. ET noted the slippage on pay and the digital workplace programme but also that this underspend could be off-set by costs associated with the collaborating centre staff transfer. Directors were asked to highlight any sensitivities in the commentary which they wish to amend. Nicole Gee and Jennifer Howells agreed to meet separately to discuss reporting on the financial impact of vacancy rates compared to recruitment rates, taking account of recruitment timelines and costs.

**ACTION: NG/JH**

## Executive report to the November board (item 5.2)

ET reviewed the draft executive team report to the November board meeting. Some amendments were highlighted for updating, and Directors were asked to take a further read of a revised version to be uploaded to the ET Teams page. Kendall Jamieson Gilmore was asked to share a final version with Gill Leng for final sign off.

**ACTION: KJG**

## Strategic priorities (item 6.1)

Jennifer Howells presented a draft set of slides for the November board meeting the purpose of which was to gain the board’s agreement of the strategic priorities and actions to start working on now, to inform the 2022/23 business plan, based on the outputs from the range of recent strategic discussions with the board and external stakeholders. ET discussed the slides in detail, concluding that it was too early to take a firm set of proposals for discussion in November, but to seek the board’s agreement on the high level, overarching themes from the strategic discussions at this stage, plus a summary of other priorities and next steps. Then to take more detailed proposals to the board in January or to offer to schedule a short board strategy session in December.

Deferring the planning process has an impact on the business planning timetable. It was agreed that the deadline for submission of draft business plan templates be put back to 29 November, to take account of the steer from the board. ET noted that this would miss the opportunity to discuss agreed strategic priorities at the senior leader’s retreat on 29 November. However, it was agreed that Jennifer and Kendall Jamieson Gilmore be asked to review the slides for the November board meeting, based on ET’s feedback and produce a high level update for the SL retreat.

**ACTION: JH/KJG**

## Implementation strategy update (item 6.2)

Moya Alcock presented an update on the redevelopment of the NICE implementation strategy 2022/26 for discussion and approval by ET ahead of the proposal being shared with the board at the January public board meeting. An update on its development will be included in the CEO’s report to the November private board meeting.

ET challenged whether there was a desire to be more ‘customer led’ and suggested that this be tested with end users of NICE guidance, as the engagement to date has been with partners. It was also requested that the Resource Impact Team should have a higher profile in the implementation strategy.

**ACTION: JR/MA**

ET was generally supportive of the approach, subject to the requested amendments, and agreed that a revised set of slides be sent to Gill Leng to agree how much detail to include in her CEO update to the board, after which ET will re-visit the strategy progress following the board’s feedback.

**ACTION: MA**

## Guideline development centre contracts (item 6.3)

Paul Chrisp updated ET on progress with the planning for the integration of staff from the collaborating centres into NICE. The project board was now meeting weekly, and a paper is being produced for the November board meeting which will be circulated to ET this week for comment ahead of sign off by Gill Leng.

**ACTION: PC**

## (Gill Leng left the meeting at this point)

## Operational Management Committee (item 7.1)

ET were briefed on the first meeting of the Operational Management Committee. The minutes of the meeting, an action log and forward planner will be included with the ET meeting pack in future, following each fortnightly OMC meeting.

Jennifer referred to a new guide which was being developed by the corporate office to help support NICE committee members in dealing with online abuse and threats, following publication of controversial and/or sensitive guidance.

**ACTION: JH**

## Review of the meeting (item 8)

ET agreed the agendas were becoming more strategic.

## Other business (item 9)

**The NICE Christmas parties** – ET noted the Christmas parties this year will be held on 9 December (London) and 17 December (Manchester). The dates have not yet been communicated to staff. ET agreed the refreshments to be provided and Jennifer Howells undertook to explore whether there was a budget allocation.

**ACTION: NG/JH**