**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 16 November 2021

## Present

Gill Leng Chief Executive

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

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

Alison Lake Senior Editorial Adviser, Publishing Team (item 6.1)

Eric Power Programme Director, Centre for Guidelines (item 6.2)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. There were no apologies.

## 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 9 November 2021 were agreed as a correct record subject to amending minute 23 to read pharma industry respondents would like to see a shift in decision making to one that is jointly made by companies and NICE, and not by NICE alone.

## Matters arising (item 3.2)

1. The actions from the meeting held on 9 November 2021 were noted as complete or in hand.
2. ET noted that both the office Christmas parties will now be held on 9 December. Directors were encouraged to attend either one in person. A communication to confirm all the Christmas arrangements was due to be sent out to staff soon.
3. Alexia Tonnel clarified that Civica will not be asked to look at possible software solutions for redacting complex documents, but they will be made aware of the issues around managing confidential data at NICE, as part of their work to develop a data management strategy.
4. Nicole Gee confirmed that registration for the staff event had now closed as it has reached 500 delegates. ET discussed whether to expect a challenge from staff who are unable to attend. It was recognised that any more than 500 people in attendance could start to raise social distancing concerns. It was agreed to offer a waiting list as some staff may decide to withdraw nearer the date.
5. It was noted that there have been queries from staff to explain the difference between the Chief People Officer and the Chief of Staff roles. Kendall Jamieson Gilmore agreed to add a slide to the CE’s presentation to the November all staff meeting.

**ACTION: KJG**

## November board meetings (item 4.1)

1. ET reviewed the papers and arrangements for the November private and public board meetings. Tom Wright will be chairing the meetings in the chairman’s absence. Directors who have team members attending to present papers, were asked to email Tom to confirm the names of those who will be joining.

**ACTION: MB/JR**

## Hot topics (item 5.1)

**Routing topics in guidelines and technology appraisals** – Paul Chrisp advised that there have been issues with how to route and select topics for diabetes (and potentially lipid management for CVD) through either the guidelines programme or a Technology Appraisal. It has been agreed that a small team will meet to look at NICE’s processes for primary care medicines, to reach a consistent and co-ordinated approach, and to provide clarity to the companies.

**ACTION: PC/MB**

**National Screening Advisory Board** – ET noted that the Secretary of State has approved the establishment of a National Screening Advisory Board and NICE has been asked to nominate a representative. ET considered who would be the appropriate nominee and what the resource commitment was likely to be. It was noted that attendance at the board meetings would be quarterly. Paul Chrisp agreed to send further details to Jennifer Howells, and to discuss with Meindert Boysen to agree the Board attendee.

**ACTION: PC**

**Christmas holidays arrangements** – Gill Leng reported that she will be taking leave during the week commencing 20 December and requested that the 21 December ET meeting be cancelled. The meeting on 28December falls on a bank holiday and will also not take place. ET discussed director availability during the Christmas and New Year holidays and asked Elaine Repton to work with the Executive PAs to produce a spreadsheet of ET’s annual leave to check there will be sufficient cover.

**ACTION: ER**

## Future of NICE Pathways (item 6.1)

1. ET considered a proposal to cease production of NICE Pathways and remove the site from the NICE website by 31 March 2022, and to redeploy the staff to support the transition to a new guidelines operating model and delivery of content transformation, alongside the current workload demands on the publishing team.
2. Jennifer Howells sought clarity on exactly how the resources that will be released will be aligned in a new operating model. She queried whether a business case for the redeployment of staff and budget reinvestment was required. Alison Lake was asked to discuss the resourcing proposals further with Jennifer Howells.

**ACTION: AL/JH**

1. Alison also advised ET that she was currently working with the HR team to look at changing the current job descriptions to move the team of editors to the same role, which will provide a wider and more flexible pool of staff to support future priorities. Paul Chrisp added that he was working with Nicole Gee on the future operating model and more detail will be shared at the ET business planning session.
2. In summary, ET agreed to the closure of NICE Pathways and to remove the site by 31 March 2022, and to start the transition to a new way of working. In the interim period during January to March, there will be an internal and external communications plan and when users access the site, they will be notified of NICE’s intention to remove it and asked to provide feedback so that the publishing team can monitor user response, review and adapt the messaging if needed and use the feedback to inform the integrated guidance work.

## Medicines Re-purposing (item 6.2)

Eric Power presented a paper providing an update on the Medicines Repurposing Programme hosted by NHS England and sought approval for NICE to co-brand the interim programme eligibility criteria and engagement plans.

ET was fully supportive of NICE’s involvement in the programme subject to Eric checking NICE’s potential legal liability with DAC Beachcroft and further exploring through the programme board meetings, the requests for funding from partners and the extent of the ‘in kind’ support required. ET asked that Eric follow up these two points and report back to ET when further detail is available.

**ACTION: EP**

## Guideline development centre contracts (item 7.1)

Paul Chrisp updated ET on progress including the appointment of an Associate Director to provide additional senior support. A communication to the transferring staff at RCP and RCOG was going out this week, to be followed by a briefing for NICE staff. It was noted that a key issue will be pension arrangements which the HR working group will be considering. Directors were asked to prepare for a question at the board meeting about the high level financial implications of the transfer.

ET noted that due diligence work was still in progress but asked the Oversight Group to give consideration to the wider impact on teams such as the evidence information service, DIT and procurement, in terms of the systems currently used by the collaborating centres and the potential novating of contracts to NICE. Paul Chrisp agreed to feedback to the group.

**ACTION: PC**

## Review of the meeting (item 8)

The shorter agenda was welcomed.

## Other business (item 9)

**Corporate induction training** – Nicole Gee advised ET that the corporate induction programme had been reviewed and updated to remove some of the Powerpoint presentations and make it more of an engaging interactive session. Nicole agreed to share the revised ET introduction slides for comment and give some thought to whether a breakfast or lunch get together with some ET members would be possible to include.

Jennifer Howells asked that the HR/OD lead checks with the corporate office that there is still sufficient governance, risk management and internal control content to be able provide the Audit & Risk Committee with adequate assurance.

**ACTION: NG/ER**