**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 23 November 2021

## Present

Gill Leng Chief Executive

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

Jeanette Kusel Director, Scientific Advice

Nick Baillie Interim Programme Director, Quality Standards (item 4)

David Coombs Associate Director, Corporate Office (items 4 and 7.3)

Neil Drake External Communications Manager (item 6.1)

Nick Crabb Programme Director, Scientific Affairs (item 7.1)

Hilary Baker Programme Director, Transformation (item 7.3)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Meindert Boysen who was represented by Jeanette Kusel.

## 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 16 November 2021 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 16 November 2021 were noted as complete or in hand.
2. ET noted that the time commitment for the National Screening Advisory Board will be minimal. The NICE representative to attend the board meetings has not yet been confirmed.
3. A spreadsheet of Director’s annual leave over Christmas has been added to the ET team channel for information.
4. Discussions were on going to understand how the resources released from NICE Pathways will be re-invested. Paul Chrisp has requested further information.
5. Eric Power was following up ET’s request to seek legal advice to clarify the extent of NICE’s liability following the decision to be involved in the medicines re-purposing programme.

## November Board meetings (item 4.1)

1. ET reviewed the actions from the November private board meeting. Felix Greaves was asked to agree a revised wording for action 21/37 with David Coombs. Nicole Gee confirmed that she will report back to the board in six months with a progress on the ‘heads up, heads down, heads together’ trial.

**ACTION: FG**

1. ET agreed action 37 from the public board meeting could be picked up in the paper on health inequalities which is scheduled for the January board meeting. It was agreed that action 39 regarding the outcome of the business plan prioritisation should state for clarity that this work related to the 2020/21 financial year.

**ACTION: DC**

## January board meeting (item 4.2)

1. The draft agendas for the 19 January private and public board meetings were reviewed. It was queried whether the TA/HST charging review will also take account of the ‘light touch’ appraisals or tiered approach which is being proposed. Jennifer Howells confirmed that an adjustment to TA/HST charging to take account of inflationary pressures probably would not require a consultation but a move to a tiered charging structure would. Jeanette Kusel stated that CHTE would be looking to introduce a tiered approach sooner rather than later. Gill Leng asked that the charging review and introduction of a tiered approach be managed together, if possible, to avoid separate exercises. Jeanette and Jennifer agreed to discuss the detail outside of the meeting.

**ACTION: JH/JK**

1. Paul Chrisp asked that the guideline authoring tool be added to both the private and public agendas, with slides for the morning session and a formal paper recommending a decision to the public meeting, dependent on the discussion at the transformation portfolio board. The budget scenarios planning will follow the CEO slides at the private session. David Coombs was also asked to add a health inequalities paper to the public session, subject to the discussion at ET on 14 December when Ann Hoskins will be presenting her recommendations for next steps.

**ACTION: DC**

1. ET considered the agenda and format for the CQC/NICE board to board dinner scheduled for 18 January at the Royal Society of Medicine. In view of the CQC’s request for the event to be informal, it was suggested that roundtable discussions would be preferable, each with a table lead to manage the conversations, based on two topics to be considered between their courses, with no feedback. The suggested discussion topics were patient safety & implementation and digital health. It was agreed that Nick Baillie and Judith Richardson be asked to produce a short briefing note for ET and to redraft the NICE/CQC board meeting format for agreement with Ian Trenholm’s office.

**ACTION: NB/JR**

## Hot topics (item 5.1)

**Merger of health bodies** – ET noted the announcement that HEE and both NHS X and NHS Digital will be merged with NHSE/I. Kendall Jamison Gilmore agreed to include the news in the strategy team’s monthly update and ET agreed to consider the implications for NICE at their informal meeting on Thursday.

**ACTION: KJG**

**Interim senior management arrangements in CHTE** – Jeanette Kusel agreed to circulate to ET the email which has been sent to all CHTE staff from Helen Knight, for sharing with Director’s senior teams.

**ACTION: JK**

ET briefly discussed the position of the other senior roles which were currently being recruited to. It was noted that a replacement interview panel member will be needed for the interim MedTech Director role. Nicole Gee updated ET on the recruitment of a new CEO, which was progressing with the chairman’s involvement. Gill Leng agreed to give an update on senior roles at the November all staff meeting.

**ACTION: GL**

## MHRA consultation: the future regulation of medical devices (item 6.1)

1. Neil Drake presented NICE’s draft response to the MHRA’s consultation on the future regulation of medical devices. The consultation is on potential changes to the regulations, and there will be a further consultation on the detail of any changes next year. In view of this, NICE has provided a ‘light touch’ response at this stage.
2. Jennifer Howells asked whether there will be any changes required to NICE’s processes as a result of any regulatory changes. Neil Drake was asked to keep ET updated if it was likely that there would be an impact on NICE’s processes, particularly any impact on the MedTech programme. ET also requested that Neil reviews some of the phrasing throughout the paper to clarify where the responses were referring to a potential impact for NICE, the MHRA or the wider health system.

**ACTION: ND**

## MHRA and NICE board to board (item 7.1)

ET reviewed a draft report which summarised the discussions at the MHRA and NICE board to board meeting and queried the next steps. ET discussed what the priorities were for feeding into the business planning discussions. Nick Crabb was asked to add the summary actions into the draft business planning slides and to add these as a summary of proposed actions at the end of the notes.

**ACTION: NC**

## Guideline development centre contracts (item 7.2)

There were no notable updates for this meeting. The Project Board is meeting on 24 November.

Paul Chrisp shared a recent discussion with the RCP regarding the rental of office space which NICE would not be pursuing.

## Business planning (item 7.3)

Jennifer Howells presented an update on the business planning timetable for 2022/23 and sought ET’s agreement on the priorities for next year to be shared with the Senior Leader’s Forum for discussion at the ET&SLF retreat on 29 November.

ET members were asked to liaise with Kendal Jamison Gilmore and David Coombs to agree the wording of their priority objectives on slides 5, 6 and 7, and to remove objectives where agreed, and reframe or refine others as discussed. This should also include resource requirements and the interdependencies with other teams. The high-level milestones can be confirmed at a later date.

**ACTION: All/KJG/DC**

## Operational Management Committee (item 8)

ET noted the minutes and the decision and action log from the last OMC meeting. Jennifer Howells requested that ET members ensure their senior teams are aware of the committee’s discussions through the ET meeting packs, and that their respective reps are feeding back. There is a summary of the committee’s agenda items included in the YW@N communication, in line with the weekly ET meeting update.

## Review of the meeting (item 9)

It was agreed that a distillation of the key points for NICE in the MHRA consultation paper would have been more helpful for ET given the length of the paper.

## Other business (item 10)

No further items.