**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 19 January 2021

## Present

Gill Leng Chief Executive

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

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

Steven Ashwell Head of Business Analysis – Digital, Information and Technology (item 8)

Chris Bird Project Manager – Health and Social Care (item 6)

Deborah Collis Associate Director – Health and Social Care (item 6)

David Coombs Associate Director – Corporate Office (minutes)

Vince Doyle Associate Director – Digital, Information and Technology (item 8)

Helen Knight Programme Director – Centre for Health Technology Evaluation (item 10)

Jared Leo Information Standards Specialist – Digital, Information and Technology (item 8)

Grace Marguerie Associate Director – HR (item 9)

Eileen Platt Employee Relations Manager (item 9)

Rebecca Threlfall Chief of Staff

Ian Watson Senior Technical Adviser – Centre for Health Technology Evaluation (item 10)

## Also present

Brian Alper Computable Publishing (item 8)

Lynne Copp SCW Consultants (item 7)

Catherine Thomas SCW Consultants (item 7)

## 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. The minutes of the meeting held on 12 January 2021 were agreed as a correct record subject to amendments to paragraphs 5, 21, 23 and 25.

## Matters arising (item 4)

1. The actions from the meeting held on 12 January 2021 were noted as complete or in hand.
2. It was agreed that the decision at last week’s meeting around open access publishing should be highlighted as a positive news story at tomorrow’s all staff meeting.

ACTION: RT

1. Gill Leng asked Jane Gizbert to liaise with Rebecca Threlfall and Tracey Barr to develop presentation slides that clearly convey what the strategy is seeking to deliver and how this represents change.

ACTION: JG

1. ET agreed to defer the strategic influencing review so that it commences in late February in light of the pressures on the organisation. David Coombs was asked to set up a meeting with SCW to discuss the next steps.

ACTION: DC

## Hot topics (item 5)

1. Jennifer Howells briefed ET on a preliminary meeting with the Department of Health and Social Care (DHSC) on the funding allocation for 2021/22. In light of DHSC’s allocation, Jennifer noted that ALBs will likely face a 2% reduction in their administration budget. Discussions with the DHSC are ongoing and NICE will need to provide further information by the end of the week on the rationale for the bids submitted through the spending review. Jennifer will therefore be liaising with the relevant Directors to prepare a clear and succinct narrative for DHSC.

ACTION: JH

1. In light of the challenging financial environment, ET discussed the importance of being able to demonstrate the value of NICE’s work in terms of savings for the health and care system and inward investment to the UK. It was agreed that Judith Richardson would ask a member of the Field Team to identify if any information is currently available on these measures, and Judith Richardson and Gill Leng would discuss further the potential approach for collecting this information in a more systematic way in the longer term. Jane Gizbert was asked to retrieve a past study commissioned by NICE on this issue to see if the methodology could be used as a reference point for any future work.

ACTION: JR/GL/JG

## Review and update of the NICE Accreditation Renewals process manual (item 6)

1. Chris Bird presented the proposed changes to the NICE Accreditation renewals process manual and the arrangements for the programme’s transfer to the Centre for Guidelines (CfG).
2. ET reviewed the proposed updated manual and agreed that the rationale for transferring the programme to the CfG should be more clearly outlined in the paper, including to highlight how this will support the vision for dynamic, living guideline recommendations and the content strategy. It was agreed that the manual’s introduction should be amended to set out the programme’s role more positively, and section 3.11 should be reviewed to clarify the circumstances when guidance producers should contact NICE.
3. It was agreed that the manual, with these amendments, should then be submitted to Paul Chrisp and Judith Richardson for approval.

ACTION: CB/DCollis/JR/PC

1. With the transfer of the accreditation programme to the CfG, and the longer-term goal of integrating the accreditation manual into the guidelines manual, ET agreed that it was no longer appropriate to run NICE’s own guideline development arrangements through the accreditation programme.

## Organisational design review: design criteria (item 7)

1. Lynne Copp and Catherine Thomas from SCW joined the meeting and outlined the ET members’ responses to a survey on the organisational design principles that should underpin SCW’s recommendations. SCW will now triangulate the results against the outcomes of the staff focus groups next week. They will also benchmark NICE against organisations that excel on equality, diversity and inclusion, and customer feedback, given these are both areas ranked highly by ET in the survey.
2. ET briefly discussed the responses to the survey, and it was suggested that the results around innovation and delivery may not reflect ET’s ambitions in this area. It was agreed that it would therefore be helpful for ET to explore this further with SCW, and Gill Leng and Jennifer Howells would discuss the best approach for doing this.

ACTION: GL/JH

## Computable publishing (item 8)

1. Brian Alper, Chief Executive of Computable Publishing, joined the meeting and gave a presentation on the computable publishing platform and how this would support delivery of NICE’s new strategy. The presentation outlined the key features of Computable Publishing’s interoperable content platform, the actions that would be needed to implement this, and options for NICE’s engagement with the platform.
2. Gill Leng, on behalf of ET, thanked Brian for the presentation. It was agreed that Vince Doyle would liaise with Brian to follow-up potential next steps.

ACTION: VD

## Strategic priorities (item 9)

1. Jennifer Howells presented the draft paper to the morning session of the January Board meeting and asked ET to refine the paper to provide more information on the impact of the proposals on external stakeholders and staff.
2. ET discussed the next steps with the proposals and agreed that in line with feedback from the Chairman, the Board would be asked to give a preliminary view on the direction of travel rather than make a firm decision. Subject to any comments from the Board, the proposals could then be taken forward as part of the organisational design work.
3. It was agreed that Jennifer would circulate the paper to Directors to add more information on the impact on staff and stakeholders, and then Gill and Jennifer would agree a version for circulation to the Board later this week.

ACTION: JH/GL

## CHTE Methods review (item 10)

1. Meindert Boysen presented the proposed paper to the January Board meeting that summarised the feedback from first stage consultation on the methods review.
2. ET briefly discussed the paper and agreed this for submission to the Board, subject to adding more information on (a) the key areas where there were divergent views in the feedback, and (b) the planned next steps for analysing the feedback and engaging with the Board.

ACTION: IW/HK/MB

## London office move (item 11)

1. Gill Leng noted that the London office had now opened and congratulated everyone involved.

## Gold group (item 12)

1. The ET noted the following decisions made at the Gold group to:
   * Pause the following activities with the DIT Directorate as recommended by Alexia Tonnel:

* Stop work on the backlog of evidence management / new EPPI features
* Stop work on the Comment Collection after the current feature (organisational commenting) is completed
* Delay the start of the work on Timelines Alpha by 2 weeks
* Postpone the launch of the stand-alone Cyber Security training to FY 2021/22
* Postpone the internal audit into the integration of the IT and Digital Services teams into DIT
* Undertake a further staff 'pulse' survey to take place by the end of January.
* Agree the principles and working time arrangements for NICE staff who are formally seconded to support NHSE's vaccination programme and for staff wishing to volunteer in their own time.

1. ET agreed that the proposed terms of reference for the gold group should be deferred to next week’s ET meeting given the pressures on this week’s agenda.

ACTION: DC

## Strategy and business planning (item 14)

1. In light of the pressures on the agenda, ET agreed to defer the paper on the proposals for engaging staff with the 5 year strategy to tomorrow’s strategy development group meeting.

**Review of the meeting (item 13)**

1. ET agreed that too many items had been scheduled for this meeting. It was agreed to have a maximum of 1 external presentation in future, and the “updates” section of the agenda should only be used for short verbal updates rather than papers for ET’s consideration.

## Other business (item 15)

1. None.