**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 23 February 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

Rebecca Threlfall Chief of Staff

David Coombs Associate Director – Corporate office (items 5, 7 to 9)

Elaine Repton Corporate governance and risk manager (minutes)

**External guests**

Lynne Copp SCW Consultants (item 10)

Catherine Thomas SCW Consultants (item 10)

## 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 16 February 2021 were agreed as a correct record, subject to an amendment to paragraph 12.

## Matters arising (item 4)

1. The actions from the meeting held on 16 February 2021 were noted as complete or in hand.
2. Judith Richardson advised that a summary report on the implications of the health and care bill was in hand for discussion at ET on 9 March and at the March board meeting. Judith was asked to include a section on the future of integrated care systems and the need for NICE to be able to influence the developments in social care provision to ensure quality standards are embedded.
3. Jennifer Howells added that she will be meeting with the Interim Director at the NHS Legislation Programme Team on 16 March and extended an invitation to Judith, Annie Coppel and Sara Southall to attend.
4. Gill Leng agreed to include in her CEO board update the discussions with NHSE regarding potential supply issues with tocilizumab. Paul Chrisp advised he was monitoring developments closely and would provide Gill with the latest position ahead of the board meeting on Thursday.

**ACTION: PC**

1. Gill provided feedback from the chairman regarding the format of board reports which Rebecca Threlfall is helping with. Shar was asked whether there should be separate CEO and FD reports, with the CEO’s being an operational performance report including business as usual updates, with not separate director reports. Shar is keen, however, to retain the director reports and for them to focus on the key strategic projects, which will require more collaboration to produce where there is cross-team working. It was agreed to come back to this at a future meeting. This new arrangement will start at the July board meeting.
2. It was noted that shortlisting had taken place for the interim OD Change role which will support the work SCW are leading.

## February Board strategy meeting (item 5)

1. ET reviewed the agenda for the February board strategy meeting and David Coombs gave an update on the meeting arrangements and times.

## Hot topics (item 6)

### Government announcement - COVID Restrictions

1. ET noted the Government’s announcement of plans to ease the COVID restrictions from 31 March onwards and considered the implications for the opening of offices and the future way of working.
2. Meindert Boysen advised that the CRG workstreams 1 and 2 were meeting this week to discuss the work that needs to take place to describe how we will use the offices in future, and a report was being prepared for consideration at the CRG and Gold group meetings next Monday. ET agreed to re-visit the plans following the Gold group discussion.

## Policy on declaring and managing interests for board members and employees (item 7)

1. David Coombs presented a number of amendments to the policy on declaring and managing interests for board members and employees. Following discussions with the chairman, the aim was to have an updated policy in place for the induction of the newly appointed NEDs.
2. The main amendments related to personal interests of board and ET members, a tightening of the definition of the "commercial" sector which is relevant to the provisions around shareholdings and income, and linked to this, to only prevent shareholdings in the “life sciences” sector that can be managed at the individual company level.
3. ET suggested further amendments to the proposed changes at paras 15, 26 and 43 of the policy which David Coombs agreed to make in the paper to the board.

**ACTION: DC**

1. ET discussed whether the ongoing restrictions on shareholdings (para 27), will have a negative impact on NICE as an employer of choice for people in tech and life science companies who are commonly offered shares and share options as part of their remuneration package, as they have the skills NICE is likely to be wanting to attract in the future. In particular this may be an issue if NICE seeks to second staff from the life sciences sector. It was noted that it may be necessary to return to this issue in the future.
2. It was noted that the revised policy when approved by the board, will also be applicable to the external evidence contractors and guideline development centres. It was agreed that David Coombs be asked to liaise with Simon Ellis and Jenniffer Prescott to ensure the approved version is communicated to our partners.

**ACTION: DC**

## Draft corporate risk register 2021/22 (item 8)

1. ET reviewed a proposed risk register to reflect the strategic priorities and objectives in the 2021/22 business plan. There was general agreement that the draft risks did not sufficiently reflect the strategic level risks facing NICE in 2021/22. It was agreed that the SWOT & PESTLE developed as part of the strategic plan be used to inform a revised version of the risk register that should be brought to ET on 9 March prior to the March private Board meeting.

**ACTION: ER**

1. It was noted that internal audit will be undertaking a review of risk management in Q1 2021/22, which may provide recommendations for improvement based on best practice.

## Business plan 2021/22 (item 9)

1. ET reviewed the latest version of the draft business plan 2021/22 ahead of the discussion at the February board strategy meeting. It was queried whether timescales should be included rather than ‘ongoing’ against some core activities. It was suggested that the ‘ongoing’ timescale for these objectives should be removed, and instead the objectives should reference how performance will be measured. A number of other queries and changes were discussed which it was agreed to incorporate following the board meeting, along with the board’s feedback, rather than circulate a further version to the NEDs at this stage.

**ACTION: DC**

1. Jennifer Howells provided feedback from the Connect Steering Group following work to map the business plan priorities against capacity within the Transformation Team. Three transformation activities were identified as not featuring in the business plan and so a decision is required on whether to suspend these activities or add them to the business plan. It was agreed that the mapping work be shared with ET after the board meeting, for a further discussion.

**ACTION: JH**

## Organisational design engagement (item 10)

1. SCW made a presentation of five options for a future organisational design model for NICE. ET shared their initial thoughts on the different options. Gill Leng and Jennifer Howells agreed to follow up with SCW outside of the meeting to agree arrangements for sharing the presentation with the Board on 25 February.

## London office move (item 11)

1. Nothing to report.

## Gold group (item 12)

1. ET noted a decision taken at the Gold group to share the list of reprioritised work with staff following a request made at the February all staff meeting.
2. Gill Leng agreed that the list could be shared but cascaded through team meetings rather than through one of her daily messages.

**ACTION: ER**

## Strategy and business planning (item 13)

1. Nothing further to discuss.

**Review of the meeting (item 11)**

1. ET commented that the agenda was long but that all the items were relevant.