**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 30 March 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 (for item 8 onwards)

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

David Coombs Associate Director, Corporate Office (minutes)

Moya Alcock Programme Director, Health and Social Care (items 1 to 7 inclusive)

Javier Alonso Programme Manager, Digital, Information and Technology (item 9)

Chris Flood Content Strategy Lead (item 10)

Lisa Hooley Senior OD, Learning and Talent Manager (item 7)

Alison Liddell Programme Director, Digital, Information and Technology (item 9)

Suzie Panek Payroll Liaison Officer (item 7)

Tanya Slinn Head of Digital Workplace, Digital, Information and Technology (item 9)

Rebecca Threlfall Chief of Staff

## Apologies (item 1)

1. Judith Richardson gave apologies for the start of the meeting and was represented by Moya Alcock until item 8.

## 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 23 March 2021 were agreed as a correct record subject to amendments to paragraphs 11 and 13.

## Matters arising (item 4)

1. The actions from the meeting held on 23 March 2021 were noted as complete or in hand.
2. It was agreed to reconsider the need for communications about the use of laptops and VMware when the offices reopen once the feedback from the current staff survey on working arrangements is available.
3. It was agreed to consider the role of the patient safety oversight group when the SCW report on NICE’s governance structure is available.

## Board meetings (item 5)

1. ET reviewed the actions from the Board meetings on 24 March 2021. David Coombs agreed to circulate the table he had produced that compared the planned 2021/22 outputs with the original plan for 2020/21 and the revised forecast outputs in the business plan approved in May 2020.

ACTION: DC

1. The proposed agenda items for the Board strategy meeting on 21 April were discussed. It was agreed that the Chief Executive’s update would include an update on the methods and process review and this did not require a standalone item given the intention to hold a dedicated session on the methods and process review for the new Non-Executive Directors (NEDs).

ACTION: RT/MB

1. It was agreed that the paper on key performance indicators would refer to the measures of success for the Innovative Licensing and Access Pathway (ILAP).

ACTION: JH/FG

## Hot topics (item 6)

1. Felix Greaves noted that NICE has contributed to Ben Goldacre’s review into how health data for research and analysis can be used efficiently and safely, and a formal submission is being prepared. It was agreed that the submission did not require sign-off from ET.
2. Paul Chrisp highlighted that the final publication of the ME/CFS guideline has been delayed, most likely to August, to provide sufficient opportunity to consider the large number of responses to the consultation on the draft guideline.
3. Meindert Boysen updated ET on recent meetings with Lord Bethell, including the development of an Innovation Manifesto. Gill Leng noted a request for slides on NICE’s innovation offer and asked these are shared with her and Jane Gizbert.

ACTION: MB

## Gender pay reporting (item 7)

1. Lisa Hooley presented the paper setting out the mandatory gender pay gap reporting. The report indicated that the mean pay gap has widened every year for the past four years, but the median pay gap has decreased.
2. ET reviewed the data and noted that relatively small changes in staff can affect the mean pay gap given the size of the organisation. It was therefore possible that the 2020/21 data may reflect a more positive position given changes in the gender balance on the ET. ET noted and supported the planned next steps to seek to close the gender pay gap, including further analysis of the differential in starting salaries and internal promotions.
3. ET supported the information for publication, subject to amending paragraph 20 to ensure the wording around internal promotions was clear.

ACTION: SP/LH

1. It was agreed that a summary of the data also should be included in Chief Executive’s update to the April Board meeting.

ACTION: RT

1. It was agreed that next year’s report should provide further analysis of the differential in starting salaries by gender, including whether this reflected the nature of posts recruited to, or was due to new appointees negotiating starting salaries above the base point in the band and/or payment of recruitment and retention premia.

ACTION: LH/SP

## Publication Executive terms of reference (item 8)

1. Alexia Tonnel presented the proposed amended terms of reference for Publication Executive (PE) to minimise approvals that the group considers unnecessary.
2. ET approved the amended terms of reference subject to clarifying the mechanism for approving the Pathways that do not require submission to PE and the resource impact statements for medicines that are entering the Cancer Drugs Fund.

ACTION: AT

1. It was agreed that ET would hold a further discussion on the future of NICE Pathways at a suitable future point.

ACTION: GL

## Emails and communication (item 11)

1. ET discussed the slides developed by Rebecca Threlfall on the best ways for sharing information between ET members outside of the ET meetings. ET colleagues reflected on their preferences for the use of email and MS Teams, with mixed views expressed on the use of Teams.
2. ET agreed to avoid the use of “reply to all” in email traffic, seek to focus on key issues rather than minutiae, and be clear in email correspondence who would take ownership of an action. It was agreed that an all staff message should highlight ET’s commitment to adopt these principles and recommend roll-out across the organisation. ET’s use of Teams would be considered further as part of the digital workplace programme, which would also look at how information could be centrally stored for access by multiple ET members.

ACTION: RT

## Gold group (item 12)

1. There were no decisions from gold group on 29 March.

## Strategy and business planning (item 13)

1. Jennifer Howells stated that NICE awaits final confirmation of the 2021/22 financial allocation from the Department of Health and Social Care (DHSC) and she would therefore discuss with Martin Davison when centre/directorate budgets can be confirmed, including the outcome of any requests for additional funding.

ACTION: JH

## Digital workplace business case (item 9)

1. Alexia Tonnel presented the draft business case for ET’s review and comment, prior to finalisation for submission to the Board in April. The business case presents 2 options. Option 1 for the first year aims to close the gap in NICE’s IT environment by offering a modern digital working platform to all staff, addressing widespread productivity challenges across the organisation and transforming day-to-day ways of working. Option 2, builds on this into a second year with more transformative work to support complex cross-organisation challenge. The recommendation is to pursue option 2 in order to deliver the greatest efficiencies and transformation.
2. ET reviewed and scrutinised the proposals, including the level of investment in the external consultancy, the expenditure on the programme manager role, and the proposed efficiencies. Following extensive discussion, ET agreed that there should be a 2-stage process for seeking approval from the Board, with an initial update to the April Board Strategy meeting, followed by a request for formal approval at the May Board meeting.
3. ET identified a number of issues to address in the Board paper, including:

* more clearly articulating how the project is central to the wider transformation programme and what the investment will mean for the organisation, including the difference between the 2 options
* considering whether aspects of the phase 2 work could be brought forward to phase 1 as part of a ‘test and learn’ approach and to help evaluate the case for phase 2
* clarifying that doing nothing is not a viable option and still incurs some of the costs in the business case
* clarifying the extent that the savings will be cash releasing
* outlining the rationale for the investment in external support and the assurance that this is appropriate
* highlighting the level of support that will be required from teams across the organisation to successfully deliver the programme and realise the anticipated benefits.

1. It was agreed that Alexia Tonnel would agree with Gill Leng and Jennifer Howells what to include in the papers to the April and May Board, and this group would also agree the paper for the April Board strategy meeting given the timescales precluded review at an ET meeting. It was agreed that Alexia would also brief the Chairman on the proposed approach.

ACTION: AT/JH/GL

1. ET discussed the impact of the 2-stage process on the timescale for procuring the external consultancy support. It was agreed to commence the procurement process, which should include appropriate break clauses after each phase, so that the preferred provider could be engaged once the Board has given formal approval in May.

ACTION: AT

## Content strategy (item 10)

1. Paul Chrisp presented the first iteration of the content strategy to support delivery of priority 2 of NICE's 5-year strategy: dynamic, living guideline recommendations. Chris Flood explained the 2-stage approach. The first phase, lasting 12 to 24 months, will build the foundations for a mature digital publishing approach, with the second phase, lasting a further 24 to 48 months, building the foundations for a mature information management approach.
2. ET reviewed the strategy and supported the principles as a direction of travel. It was agreed that the strategy should continue to iterate, with future versions providing further information on the vision, including the implications for NICE staff and guidance developers. In addition, the language around users and stakeholders should be reviewed to ensure consistency, and the strategy should note that NICE does currently receive feedback from stakeholders and users of guidance on the format of the guidance. In relation to resources, it was noted that the issue may be the need to reconsider the use of existing resources, rather than providing additional resources.
3. It was agreed that ET should receive regular updates on future iterations of the strategy to address the above comments and progress updates on delivery.

ACTION: PC/CF

1. It was agreed that the transformation team should map how the content strategy fits with other transformation activity.

ACTION: HB

## Review of the meeting (item 14)

1. ET reviewed the meeting and agreed that while it was a busy agenda, all of the items were appropriate for ET discussion.

## Any other business

1. Jennifer Howells highlighted that SCW had issued their final report on the organisational design review and suggested ET discuss next week their involvement in developing the action plan. ET agreed that the report was not intended for wider distribution but there will need to be a staff communications and engagement plan. As an initial step it was agreed the next all staff meeting should receive an update on how this work links to the strategy and other initiatives.

ACTION: JH/RT