**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 6 April 2021

## Present

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

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

David Coombs Associate Director, Corporate Office (minutes)

Stephanie Callaghan Senior Manager, Centre for Health Technology Evaluation (item 7)

Lisa Hooley Senior OD, Learning and Talent Manager (item 6)

Carole Longson Life Sciences Adviser (part of item 5)

Grace Marguerie Associate Director, HR (item 6)

Danielle Mason Associate Director, Brand and Marketing (item 8)

Mark Minchin Associate Director, Quality (item 9)

Jenniffer Prescott Programme Director, Centre for Health Technology Evaluation (part of item 5)

Victoria Thomas Head of Public Involvement

Rebecca Threlfall Chief of Staff

Angela Wallace Marketing Communications Manager (item 8)

## Apologies (item 1)

1. Apologies were received from Gill Leng and Judith Richardson, with the latter represented by Victoria Thomas. Meindert Boysen chaired the meeting in Gill Leng’s 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 30 March 2021 were agreed subject to minor amendments to paragraphs 25 and 26.

## Matters arising (item 4)

1. The actions from the meeting held on 30 March 2021 were noted as complete or in hand.
2. Jennifer Howells advised ET that NICE has now received its indicative budget for 2021/22 from the Department of Health and Social Care (DHSC) which includes £3m of additional funding towards the transformation programme, COVID-19 pressures, and NICE’s support for life sciences and the Innovative Licensing and Access Pathway. Jennifer asked directors to ensure plans are in place to utilise the expenditure in the required timeframe.

ACTION: MB/FG/JH

## Hot topics (item 5)

1. Jennifer Howells briefly fed back from the quarterly accountability meeting (QAM) with the DHSC. A query was raised at the meeting about compliance with the production of technology appraisal (TA) guidance in the agreed timeframe during COVID. NICE was asked to consider carefully how to report on this metric. There was an action from the meeting to share the latest draft strategic risks with DHSC, and Jennifer asked David Coombs to send these to the DHSC.

ACTION: DC

1. Jenniffer Prescott and Carole Longson joined the meeting, and Meindert Boysen briefed ET on an issue that has arisen with the scheduling of a small number of drugs that will be considered as part of the Orbis project, which is an international regulatory collaboration that aims to speed up approval of new cancer drugs. NICE timelines will be adjusted to ensure that Orbis products are aligned with MHRA timelines in future, but there is likely to be a period of up to a year where there are products with a marketing authorisation significantly prior to a published NICE TA. To address this issue, it is proposed to work with NHS England and Improvement on an interim arrangement that enables access to the technology in advance of a NICE TA when certain criteria are met.
2. ET discussed the proposal and noted there are currently 6 drugs that could be affected. ET discussed the risks of the proposed approach, including the potential wider future implications for NICE’s role, and also the reputational risks of alternative approaches. Meindert confirmed that Gill Leng was aware of the proposals, and the issue was also discussed at a meeting attended by the NICE and NHS England chairs.
3. Having considered the risks of the options, ET supported the proposals. It was agreed that the communications should reiterate this is a bridging arrangement for these small number of drugs until a TA is published, rather than a substitute for a NICE appraisal. It was agreed that Meindert would update the NICE Chairman on the proposals, and the Board should be briefed as part of the Chief Executive’s update to the April Board Strategy meeting. External communications should preferably be deferred until after this Board discussion.

ACTION: MB

1. Carole Longson briefed ET on the development of an Innovation Manifesto for the Minister for Innovation at DHSC, which seeks to outline the UK’s attractiveness to the life sciences sector. ET suggested how NICE’s strategy and activities could support the manifesto, which Carole Longson and Rebecca Threlfall will feed into the discussions with partners. An update on this work will also be included in the Chief Executive’s update to the April Board strategy meeting.

ACTION: RT/CL

## Proposed 2021 staff survey questions (item 6)

1. Grace Marguerie presented the proposed questions for the 2020/21 staff survey. It is proposed to retain many of the questions from the last survey, with changes to the equality, diversity and inclusion section to align with the workforce race equality standard and workforce disability equality standard; and also to the sections on health and wellbeing, and NICE’s strategy and values.
2. ET reviewed the questions and members made a number of suggestions on potential minor amendments and clarifications to the questions, including to the demographics section. It was agreed that Grace Marguerie and Lisa Hooley would consider the feedback and amend the questions and response options as appropriate. Jennifer Howells would then sign-off the final version.

ACTION: GM/LH/JH

## TA/HST charging draft audit report (item 7)

1. Meindert Boysen presented the draft internal audit report on technology appraisal (TA) and highly specialised technologies (HST) charging, along with the management response. The audit gave a substantial assurance rating with three recommendations for improvement, all of which management accept.
2. ET welcomed the positive outcome from the audit, thanked the team for the work, and supported the management action plan.

## Annual report 2020/21 (item 8)

1. Danielle Mason presented the draft of the sections of the annual report completed to date. As previously requested by ET, work is underway to develop an infographic to highlight the impact of NICE’s work on patients and the NHS, among others, however it has been a challenge to identify readily available data.
2. ET reviewed the draft and agreed that text should be added on how NICE engages with the public and stakeholders. ET also asked the team to reference the NICE Principles. It was agreed that the text on NICE’s role should be checked against the final version of the strategy, and the change in Deputy Chief Executive should be noted in the section on the board member changes.

ACTION: DM/AW

## Measuring progress against the strategy (item 9)

1. Jennifer Howells presented the proposed indicators and measurement approaches that will be used to measure progress against the strategy. This links to a wider piece of work to develop an integrated management information system and performance management framework.
2. ET reviewed the proposed measures. It was agreed to revise 3 indicators, and to remove the indicator on surveillance reviews as this did not feature in the final version of the strategy. It was agreed that ET members should provide any further feedback on the indicators by the end of the week so the paper could be finalised for the April Board strategy meeting.

ACTION: Exec Team/MM

1. It was agreed that Meindert Boysen and Felix Greaves would consider further how to report on the success of the Innovative Licensing and Access Pathway following the action from the recent Board meetings, as this did not form part of these indicators.

ACTION: FG/MB

1. ET referred to the earlier discussion on the annual report infographic and highlighted the need for indicators that measure NICE’s overall impact and value, and also the success in delivering the overarching vision in the strategy. It was agreed further information on this should be added to the Board paper.

ACTION: MM/JH

1. ET supported in principle the proposal to bring in additional expertise to advise on management information systems and the scope to automate aspects of data collection, and also to help develop sustainability measures. It was agreed that Jennifer Howells and Alexia Tonnel would liaise further to develop a scope for this work.

ACTION: JH/AT

## Standardising agreements with our strategic partners (item 10)

1. It was agreed to defer the item to a future meeting due to time pressures.

## Organisational design review (item 11)

1. Jennifer Howells reminded ET that it was not possible to appoint an interim programme director to lead on organisational change and therefore SCW will be providing this support for the rest of 2021. This provides a more cost-effective solution than appointing an interim, with Lynne Copp and Catherine Thomas in effect undertaking the programme director role as a job-share supported by additional SCW expertise. Jennifer briefed ET on the mobilisation meeting with Lynne and Catherine last week, and the initial goals to deliver the vision of transforming NICE to a web organisational design with matrix MDTs by 2023. Jennifer noted that Lynne and Catherine will attend the last 30 minutes of ET each week to provide an update on their work.

## Gold group (item 12)

1. No meeting held this week due to the Easter holiday.

## Strategy and business planning (item 13)

1. It was noted that work to finalise the business plan and respond to DHSC feedback on the latest draft continues.

## Review of the meeting (item 14)

1. ET reviewed the meeting and agreed that in future, details of the proposed staff survey questions did not require formal discussion at an ET meeting. ET reflected on the use of the ‘hot topics’ section of the agenda and agreed this should be an opportunity to discuss emerging and/or time critical strategically important issues when there is not time to develop a paper or slides for submission for formal inclusion on the ET agenda.