**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 4 May 2021

## Present

Gill Leng Chief Executive

Meindert Boysen Director, Centre for Health Technology Evaluation and Deputy Chief Executive (item 9 only)

Paul Chrisp Director, Centre for Guidelines

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Judith Richardson Acting Director, Health & Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Javier Alonso Programme Manager, Digital, Information and Technology (item 8)

David Coombs Associate Director, Corporate Office (minutes)

Philip Hemmings Associate Director, Editorial and Publishing (item 6)

Jeanette Kusel Director, NICE Scientific Advice (except item 9)

Alison Liddell Programme Director, Digital, Information and Technology (item 8)

Danielle Mason Associate Director, Brand and Marketing

Grace Marguerie Associate Director, HR (item 9)

Victoria Thomas Head of Public Involvement (item 6)

Rebecca Threlfall Chief of Staff

**External guest**

Lynne Copp Consultant, SCW (item 9)

## Apologies (item 1)

1. Apologies were received from Jane Gizbert who was represented by Danielle Mason. Meindert Boysen gave apologies for the first part of the meeting and was represented by Jeanette Kusel for this period.

## 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 27 April 2021 were agreed as a correct record subject to a minor amendment to paragraph 25 and the reallocation of the action in paragraph 8 to Judith Richardson.

## Matters arising (item 4)

1. The actions from the meeting held on 27 April 2021 were noted as complete or in hand.
2. Following discussion with Gill Leng, the policy on declaring managing interests for advisory committees had been amended to state that a GP partner may chair the Indicators Advisory Committee, providing Vice Chair is not a GP who has income from the Quality and Outcomes Framework (QoF).
3. Gill Leng asked Paul Chrisp and Judith Richardson to prepare a discussion paper for the Board on the future of the accreditation programme.

ACTION: PC/ JR

1. Gill Leng noted the decision at the gold group about travel between the NICE offices and highlighted the need to maintain an overview of the level of travel once the lockdown ends, as this will inform decisions about working arrangements in the ‘new normal’. It was noted that the proposed centralisation of bookings would aid this monitoring.

ACTION: JH

## Hot topics (item 5)

1. Gill Leng reminded ET that this item is for urgent and important topics only and agreed that ‘any other business’ could be added to the agenda to enable directors to raise items for ET to note for information. AOB should not used to raise items that might require a discussion.

ACTION: DC

1. ET briefly discussed a recent editorial in the British Medical Journal about the time taken for NICE to publish guidance on COVID-19. ET agreed NICE should formally respond and noted that Paul Chrisp would share a draft response with Gill Leng for comment.

ACTION: PC

## Accessibility and well-being concerns (item 6)

1. Victoria Thomas briefed ET on issues regarding the accessibility of NICE’s consultation processes, which while triggered by concerns about a specific appraisal topic, have broader implications for NICE’s guidance development. In addition, Victoria highlighted concerns about the impact of cases such as these on the Public Involvement Programme (PIP) team and also the scope to improve working relationships between PIP and some teams across NICE.
2. ET discussed the issues raised in the paper and noted that the transformation programme’s project on NICE-wide consultations will be a vehicle for addressing some of the issues in the medium to longer-term. Jennifer Howells suggested a senior member of the PIP team joins this work.

ACTION: VT

1. ET confirmed the importance of close working between PIP and the guidance development teams, and also the need to engage PIP at an early stage, especially when a topic is contentious. In this context, ET requested a piece of work to review what more could be done to improve NICE’s approach to accessibility and supporting patient groups, including looking at the horizon scanning process to identify where a topic may be contentious and/or where additional support may be required for stakeholders. It was agreed this may be a piece of work to commission from an external organisation in light of the internal capacity challenges for 2021/22. ET also highlighted the importance of a clearly defined escalation process and supported PIP in taking action to close down cases where an appropriate level of support and engagement has been unable to resolve a situation. ET agreed that it may be helpful to again highlight that organisations should be the primary route for submitting consultation comments as NICE does not have the resources to respond to individuals who submit comments. ET requested a progress update on these points in 4-6 weeks.

ACTION: VT/PH

1. It was agreed that Victoria would liaise with Grace Marguerie about the options for providing the PIP team with additional well-being support.

ACTION: VT/GM

1. It was suggested that the organisational design (OD) work would provide scope to look at the arrangements for providing an interface between stakeholders and the guidance development teams. Gill Leng stated that she would raise this with Lynne Copp.

ACTION: GL

## Breaches of the declarations of interest policy (item 7)

1. David Coombs presented the annual report on breaches of NICE's declarations of interest policies, which outlined the 1 recorded breach involving an expert witness at a technology appraisal committee.
2. ET noted the report and requested some minor drafting changes and clarifications before the report is presented to the Audit and Risk Committee on 12 May.

ACTION: DC/ER

## Digital workplace business case (item 8)

1. Alexia Tonnel presented the business case for the digital workplace and asked for ET’s comments before it is presented to the Board on 19 May. As requested at the April Board strategy meeting, the draft was shared with 2 of the Non-Executive Directors and Alexia outlined the feedback received to date.
2. ET reviewed the business case and agreed the introduction should be amended to clarify that the project is part of the business plan and the costs of the initial work are included in the 2021/22 budget; it is coming to the Board to seek approval for the consultancy support. The introduction should also clarify that the intention is to pursue option B, but the consultancy support will be procured in a way that the work can pause or stop after the essential modernisation (option A). ET agreed a number of other amendments, including to clarify the added value of option B over option A, supported by case studies of the benefits the programme will bring; add further information on the cash releasing nature of the efficiency savings and the prudent approach taken to quantifying the savings; to reference the linkage between the project and the NICE strategy; and to note the use of LEAN methodology to review processes prior to, or alongside, deployment of M365. ET also agreed to rationalise some of the information in the appendices, including the risks.
3. Subject to these and other drafting amendments, ET supported the paper for submission to the May Board meeting. It was agreed that the case studies on the benefits for staff should be shared with ET for comment.

ACTION: AT/AL

1. Alexia highlighted that Civica are supporting the foundational stage of work until July, and the process to procure the consultancy support for the implementation has started so this work can move forward at pace if approved at the May Board meeting.

## Gold group (item 10)

1. There was no Gold group meeting this week.

## Strategy and business planning (item 11)

1. It was agreed to remove this as a standing item as the strategy has been published and the business plan is almost complete. The strategy development group will tomorrow discuss the arrangements for reviewing the strategy.

## Review of the meeting (item 12)

1. ET reviewed the meeting and agreed that all items were appropriate, notwithstanding the changes noted to AOB and the removal of the strategy and business planning item.
2. ET confirmed the importance of engaging the senior leaders in the transformation and strategy delivery, including the organisational design work, and asked Rebecca Threlfall to look at regular ET representation at the senior leaders forum.

ACTION: RT

## Any other business

1. ET noted the latest position with recruitment for senior positions in the Health and Social Care and Finance, Strategy and Transformation directorates.

## Organisational design update (item 9)

1. Lynne Copp joined the meeting and provided a verbal update on the OD work. Lynne noted that the planning packs will be circulated shortly, and asked for ET’s support for a workshop to consider the ‘value chain’ in early May and another on culture after the Board update in June. She would also be recording a webinar on web structure/culture.
2. ET agreed to extend next week’s ET meeting and use the first hour to discuss the goals in the implementation plan and the proposed leads, and also consider the arrangements for ET engaging with the work on an ongoing basis. ET referred back to the earlier discussion on the need to engage the senior leaders and agreed that each director could invite 1 or 2 of their direct reports to next week’s ET discussion, and that the planning pack could be circulated to the full senior leaders group for information. It was agreed that the relevant programme directors could also be invited to the workshop on the value chain.

ACTION: ET/LC