**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 11 May 2021

## Present

Gill Leng Chief Executive

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

Judith Richardson Acting Director, Health & Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

David Coombs Associate Director, Corporate Office (minutes)

Moya Alcock Programme Director, Health and Social Care (item 3)

Lisa Appleyard Associate Director, Corporate Communications (item 3)

Hilary Baker Acting Programme Director, Strategy and Transformation (item 3)

Chris Carson Programme Director, Centre for Guidelines (item 3)

Martin Davison Acting Associate Director, Finance (items 9 and 12)

Vincent Doyle Associate Director, Product Development, Digital, Information and Technology (item 3)

Fiona Glen Programme Director, Centre for Guidelines (item 3)

Domini Lawson Programme Management Office Manager (item 8)

Alison Liddell Programme Director, Digital, Information and Technology (item 3)

Grace Marguerie Associate Director, HR (items 3, 9 and 12)

Danielle Mason Associate Director, Brand and Marketing (item 3)

Eric Power Programme Director, Centre for Guidelines (items 3 and 7)

Jenniffer Prescott Programme Director, Centre for Health Technology Evaluation (item 3)

Mark Salmon Programme Director, Science, Evidence and Analytics (item 3)

Victoria Thomas Head of Public Involvement (item 3)

Rebecca Threlfall Chief of Staff

**External guest**

Lynne Copp Consultant, SCW (item 3)

Catherine Thomas Consultant, SCW (item 3)

## Apologies (item 1)

1. None.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Organisational design review (item 3)

1. Lynne Copp gave a presentation to introduce the planning pack to deliver the 7 top line organisation design goals. A sponsor from the Programme Directors (PDs)/Associate Directors (ADs) is sought for each goal. ET and the extended group discussed the presentation, and a number of points were raised and actions agreed, noted below.
2. The importance of engaging the PDs/ADs on a regular basis was noted, to ensure a common understanding of what needs to change, how to achieve this, and any barriers or challenges. It noted that Catherine Thomas is attending the next senior leaders forum to discuss the change programme, and this is a good opportunity to explain the value chain, web and matrix proposals further.

ACTION: CT

1. The importance of linking the OD work with the other change programmes – NICE Connect and the strategy – were highlighted, and also bringing together people, process, data, and technology change to ensure a holistic approach to change. It was agreed that Alison Liddell would liaise with Grace Marguerie and SCW outside of the meeting to discuss this issue further in the context of the proposed change management arrangements in the digital workplace business case. Hilary Baker confirmed that oversight of the change programmes will sit with the programme boards proposed as part of the new transformation governance and agreed to circulate these proposals to the group.

ACTION: AL/GM/CT/LC

ACTION: HB

1. The group noted the importance of culture change in order to successfully implement the proposals, and the need for PDs and ADs to take a cross-organisation perspective to their work. It was agreed that it would be beneficial to include objectives around cross-organisation work in individual appraisals and Rebecca Threlfall was asked to liaise with Grace Marguerie to develop guidance on this for the current round of appraisals.

ACTION: RT/GM

1. It was noted that capacity constraints remain a challenge, particularly for the senior staff leading the individual work packages. Jennifer Howells highlighted the resources available to enable teams to bring in additional capacity non-recurrently, which would be discussed again in the finance item later in the agenda.
2. It was agreed that Catherine Thomas would consider further how to ensure ongoing engagement between ET and this expanded group, and also liaise with Rebecca Threlfall to contact the PDs/ADs to seek expressions of interest in sponsoring the goals.

ACTION: CT/RT

## Notes of the previous meeting (item 4)

1. The minutes of the meeting held on 4 May 2021 were agreed as a correct record.

## Matters arising (item 5)

1. The actions from the meeting held on 4 May 2021 were noted as complete or in hand.
2. It was agreed to target the September Board meeting for a discussion paper on the future of the accreditation programme so this could take account of the outcome of the review of the executive portfolios.
3. ET reflected on the discussion in the previous agenda item and the upcoming executive portfolio review. It was noted that these represent a shift away from the executives as “centre directors” with increased focus and empowerment of the programme directors as part of cross-organisation programme boards. Gill Leng noted that it may be helpful to engage an academic to review the implications of this shift in working and asked Felix Greaves to explore this further.

ACTION: FG

## Hot topics (item 6)

1. Jennifer Howells highlighted the proposal circulated by the HR team to use the national formula for calculating the number of clinical excellence awards that are available for NICE to award in the current local awards round. ET supported this proposal and asked Judith Richardson to liaise with the HR team to ensure clarity over the NICE staff eligible to apply.

ACTION: JR

1. Alexia Tonnel highlighted the ongoing network issues affecting staff and stated that she would liaise with the communications team to provide an update to staff.

ACTION: AT

## Merging the public health and guidelines updates teams (item 7)

1. Eric Power presented the proposal to merge the public health guidelines and the guidelines update teams to form a single guidelines development team. Eric explained the rationale for the proposals which would provide a more flexible internal development capacity to implement the NICE strategy. The initial change is to move from 2 ADs to 1; the wider team structure would then evolve organically with posts reviewed as and when vacancies arise. This would minimise disruption and takes account of the likely upcoming staff turnover. Staff have been informed and are generally supportive.
2. ET discussed the proposals and noted the obligations on both NICE and affected staff regarding suitable alternative employment in order to minimise the risk of redundancy. ET supported the proposals in the paper and the organic approach to developing the wider structure.

ACTION: EP

1. ET noted the benefit of a coordinated approach to developing a pool of band 6 and 7 analysts to provide a pipeline across the guidance teams. ET also highlighted the need for a coordinated approach to any staffing changes that may arise as part of the OD work, and it was agreed Jennifer Howells would liaise with Grace Marguerie and Lynne Copp to consider this further.

ACTION: JH/GM/LC

## Board reporting (item 8)

1. Gill Leng presented the proposals for a revised approach for the ET reporting to the Board from July onwards, with a single report from the ET to replace the current reports from the individual directors and the Chief Executive; a new integrated performance report; and a pre-planned programme of other reports.
2. ET supported the proposals and highlighted the need to consider how to minimise the reporting burden until this can be automated through software such as Power BI. It was agreed to consider further how to brief the Board on notable issues on guidance, in development or recently published, and whether this would sit best in the ET report or the Chief Executive’s update to the private Board meeting.

ACTION: RT/GL

1. ET also agreed that it would be helpful to include measures in the performance report that are more externally focused. It was noted that members of the field team have been looking at how to measure and monitor NICE’s value, and it was agreed it would be helpful to commission external support to help take this work forward.

ACTION: JR

1. It was agreed that Rebecca Threlfall would brief the Chairman on the proposals, and a summary would also be included in the Chief Executive’s update to the morning session of the May Board meeting. Unless any concerns are raised from the Board, the intention would be to introduce the proposals for the July Board. It was agreed to bring forward the timescales for preparing the July report to provide additional time to work in this new approach. It was agreed that the planner outlining the reports for the Board and Board strategy meetings should also be updated, to take account of the milestones in the transformation delivery plan.

ACTION: RT/DC/DL/MM/MD

1. Jennifer Howells asked directors to review the sit-rep and let Rebecca Threlfall know if any of these indicators were still helpful and should be incorporated in the integrated performance report.

ACTION: ET/RT

## Finance update (item 9)

1. Martin Davison presented the fortnightly update on recruitment activity and pay variances, commitments against transformation budgets and reserves. While there has been increased recruitment activity over the last fortnight, a significant proportion of appointments were for internal candidates which has not therefore fully addressed capacity constraints. Martin highlighted that if the same level of underspend from April continues throughout the year, there will be a £4m underspend at year-end. ET were therefore reminded of the need to utilise the available resources in 2021/22 and consider a range of approaches to bring in capacity. Jennifer Howells stated that the allocated transformation funding will be reviewed, and an update provided to ET in a fortnight to enable a decision on whether any funds are likely to be under-utilised and could therefore be reallocated.
2. Jennifer Howells noted that local media had reported the criminal proceedings against a former staff member. While the report did not mention NICE, and the charges do not relate to their past role at NICE, it was agreed that the comms team should prepare reactive communications in case of further media interest at the next court appearance.

ACTION: JG

1. ET discussed the arrangements for the June Board meeting. Given the AV equipment has not yet been installed in the London office, it was agreed to hold the meeting at the Royal College of Physicians unless it is confirmed later this week that the equipment can be installed in time to allow sufficient testing.

ACTION: DC

## Gold group (item 10)

1. ET confirmed the decisions at the gold group on 10 May to:

* Extend the COVID-19 team for a further 3 months until the end of June 2022 based on the DHSC's planning assumptions.
* Share the DHSC's planning assumptions with the Board and produce a summary for staff.
* Move to holding the gold group meetings fortnightly from 24 May 2021.

## Review of the meeting (item 11)

1. ET reviewed the meeting and agreed it had been helpful to meet with the wider group of PDs and ADs as part of the OD discussion. There was a query whether management of change proposals need to come to ET in future or could be discussed at another forum, such as an HR sub-committee or senior management operations group. It was agreed this would be considered as part of a review of the governance structure.

ACTION: GL/JH/DC

## Any other business (item 12)

1. Jennifer Howells briefed ET on 2 requests for information from the Department of Health and Social Care (DHSC). The first request had a very short response time and sought information on potential bids NICE might wish to make in the next spending review. Jennifer briefly outlined the information provided to DHSC and would circulate this to ET members for any comments.

ACTION: JH/MD

1. The second return seeks proposals for how NICE could generate savings of 5% and 10% from the administrative and programme budgets by 2024/25. Martin Davison outlined potential areas to include, based on the previous submission to DHSC, and agreed to circulate a draft to ET for comment. It was agreed ET would then collectively review this on 25 May as part of the next fortnightly budget update in advance of the 26 May deadline for submission to DHSC. It was agreed this discussion would also consider the approach for engaging key stakeholders about the proposals.

ACTION: JH/MD