**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 25 May 2021

## Present

Gill Leng Chief Executive

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

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

Fiona Glen Programme Director, Public Health and Social Care

Rebecca Threlfall Chief of Staff

Elaine Repton Corporate Governance and Risk Manager (minutes)

David Coombs Associate Director, Corporate Office (item 6)

Jenniffer Prescott Programme Director, Planning and Operations (Item 7)

Jenna Dilkes Associate Director, Planning and Operations (Item 7)

Sheela Upadhyaya Associate Director, Highly Specialised Technologies (Item 7)

Michelle Rowlands Facilities and Estates Manager (Item 8)

Caroline Raw Senior Communications Manager (Item 8)

Deborah O’Callaghan Associate Director, Midlands & East Public Health lead (Item 9)

Martin Davison Acting Associate Director, Finance (item 10)

**External guest**

Catherine Thomas SCW Consultant (item 5)

## Apologies (item 1)

1. Apologies were received from Paul Chrisp who was represented by Fiona Glen.

## 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 18 May 2021 were agreed as a correct record.

## Matters arising (item 4)

1. The actions from the meeting held on 18 May 2021 were noted as complete or in hand.
2. Gill Leng and Rebecca Threlfall agreed to have a final look at the indicators in the sit-rep to agree those which should be retained in the new integrated performance report for board.
3. Jennifer Howells confirmed that NICE’s submission to the DHSC of proposed savings to be achieved by 2024/25 would be sent today.

## Organisational design update (item 5)

1. Catherine Thomas shared the feedback from her session with Senior Leader’s forum. ET discussed the feedback along with the views of the Board about the pace of change and the emphasis needing to be on cultural change and more joint working across teams rather than structural change. Also, that ET should consider slowing down or combining some of the work within the 7 goals.
2. ET considered whether there was a shared understanding of what cultural change means for NICE and agreed that there was more work to be done on communications with the wider staff group to engage them in this conversation about being less process driven and more agile, flexible and responsive.

## June public board meeting (item 6)

1. ET reviewed the actions from the May private board meeting. David Coombs noted the timescales for the cyber security and digital workplace actions as October and November 2021 respectively.
2. ET also reviewed the actions from the May public board meeting. Directors were asked to liaise with David Coombs to confirm dates for their actions.

**ACTION: ET**

1. ET agreed agenda items for the June strategy board meeting. The NICE International,

Field Team update and Health Inequalities were deferred to July.

## Hot topics (item 7)

1. **ET Retreat** – ET considered options for a retreat to be held at the end of June and possibly a second event later in the year. One of the retreats was to include an overnight stay at a venue in between London and Manchester. It was agreed that Rebecca Threlfall would look at dates and venues for 29/30 June, and ET to consider thereafter the agenda and whether Senior Leaders Forum should be invited to part of the session.

**ACTION: RT**

1. **TA/HST capacity challenges** – Jenniffer Prescott made a presentation of the capacity challenges in the TA/HST programmes and the actions being taken to mitigate some of the issues. ET commented that there is funding available this year to support bringing in additional resources but accepted that there was significant competition from industry for the same skills. It was agreed that HR input should be sought to ensure recruitment campaigns are as effective as possible in reaching potential candidates, and to consider external options for bringing in additional support, including from industry.

**ACTION: MB/JP**

1. ET also discussed opportunities for sharing resources between programmes, eg. health economists within the guidelines programme and CHTE potentially using the External Assessment Centres and the Royal Colleges.
2. ET supported the CHTE senior management team agreeing the re-scheduling of appraisals. Following the recent feedback from industry, it was agreed that communication with the wider system needed to be right.
3. Meindert Boysen added that the current industry demand for customised/bespoke processes was adding immense pressure which needed to be addressed to achieve a 80% fixed and 20% bespoke model. Gill Leng noted that the Chairman has requested part of the October board meeting be dedicated to discussing NICE’s future operating model to meet the ever increasing demands anticipated in the medium to longer term. The team was asked to think about this ahead of the October meeting.

**ACTION: JH**

1. **RAPID-C19 Briefings** – Sheela Upadhyaya sought ET approval of a proposal to publish a list of all topics being considered by the RAPID-C19 Oversight Group on the NICE website, rather than the full briefings, for the reasons explained. ET agreed to the list of topics being published, with links to the Living COVID guidelines which will pick up all the topics with access and in monitoring andall topics being considered by RAPID-C19 via the NIHRIO webpage.

## Autumn staff event (item 8)

1. ET considered three options for hosting a social event for all NICE staff in the Autumn 2021. The preferred option was option 2, an indoor event bringing all staff together for a one day event, subject to COVID restrictions.
2. Rebecca Threlfall was asked to explore venues and further consider the resources required to plan the event.

**ACTION: RT**

## Health inequalities (item 9)

1. ET was asked to review a proposal to develop a conceptual framework to guide NICE's approach to considering health inequalities throughout its work programmes.
2. ET reviewed the presentation and requested that more work take place to remind the board what NICE already does (reference to slide 10), to refine the questions for the board to be clear about exactly what is being asked and to factor in the NICE Listens project. The report to board was deferred from June to July to allow this to take place.

**ACTION: JR/DO’C**

1. It was also agreed to commission external input to support the work. Felix Greaves and Judith Richardson were asked to agree how this should be taken forward.

**ACTION: FG/JR**

## Finance report (item 10)

1. Martin Davison presented an update on the financial position as at 30 April 2021. ET discussed projects due to start which will commit some of the current underspend, and suggested areas where additional external resources could ease the capacity challenges.
2. ET noted a summary of the submission made to DHSC to deliver the 5-10% savings required in future years.

## Gold group (item 11)

1. ET noted the Gold group decision to commission expert advice to help NICE develop its flexible working offer from 1 April 2022 onwards.
2. The HR team has been asked to work with teams to assess what the expected office occupation levels are likely to be during July to September.

## Review of the meeting (item 12)

1. ET received a number of PowerPoint presentations today rather than reports, which they prefer, with the caveat that presenters should assume Directors have read the slides in advance, and therefore are only required to highlight the key points and any questions for ET to consider.

## Other business (item 13)

1. **Business plan objectives** – The latest position with the SROs for the business plan objectives was queried. Jennifer advised that Hilary Baker’s team was reviewing all the feedback from Directors and would direct any further questions to individuals. A list of 18 highest priority objectives has been collated. Gill Leng asked to see the priority list when they have been shared with Directors and the SROs agreed.

**ACTION: JH/HB**

1. The remaining objectives will be collated by the end of the month, and the plan is to bring the full pack back to a future ET meeting for discussion, before feeding them into the transformation governance process.