**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 8 June 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

Rebecca Threlfall Chief of Staff

Elaine Repton Corporate Governance and Risk Manager (minutes)

Grace Marguerie Associate Director – HR (items 4 & 6.2)

Lisa Hooley OD, Learning and Talent Manager (item 6.1)

Sarah Woodhead Apprenticeships and Training Co-ordinator (item 6.1)

Kelly Cuthbertson HR Business Partner (item 6.2)

**External guest**

Catherine Thomas Consultant, SCW

## Apologies (item 1)

1. There were no apologies for absence.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3.1)

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

## Matters arising (item 3.2)

1. The actions from the meeting held on 1 June 2021 were noted as complete or in hand.
2. Directors were asked to confirm whether there were any significant post-balance sheet events that need to be disclosed next week before the annual reports and accounts are presented to the Board. Meindert Boysen agreed to provide Jane Lynn with details of the ongoing judicial review for sapropterin which is being referred to the Supreme Court for a hearing, to check with the solicitors whether it will require a disclosure.

ACTION: MB

1. Gill Leng briefly outlined next steps with regard to the revised executive portfolios which will be discussed at the June Board meeting. Gill was arranging individual discussions with ET members to take place ahead of the board meeting.

ACTION: GL

1. Rebecca Threlfall confirmed that a further meeting is planned for 22 June to discuss proposals to access external strategic input and expertise to NICE’s work on an ongoing basis. Judith Richardson added that SCW had been asked to produce a high level, overarching stakeholder map to inform the strategic influencing work led by Moya Alcock, which will be useful for accessing the strategic input.

**Organisation design update (item 4)**

1. Catherine Thomas gave an update on the re-prioritisation of the 7 goals into 4 highest priority goals, following feedback from the Board in May. ET noted a small working group of SCW, Alison Liddell, Hilary Baker and Grace Marguerie were working together on the three remaining goals (5 - 7) to ensure there was alignment.
2. Following the request for expressions of interest from senior leaders to lead goals 2 to 7, nominations had been received and now needed to be agreed. Rebecca Threlfall was asked to liaise with Catherine Thomas and forward the list of lead nominees to ET for agreement. Gill Leng asked that everyone who volunteered to lead a goal should be contacted and thanked for putting themselves forward.

**ACTION: RT/CT**

1. ET discussed suitable descriptors for each of the 4 high priority goals to make them easier to recall: 1- portfolios, 2 - culture, 3 - people & systems and 4 - communications were suggested. Catherine Thomas was asked to consider further reducing the priorities down to three by incorporating people & systems into goals 1 and 2.

ACTION: CT

## Hot topics (item 5)

1. **Transformation and change update** – Jennifer Howells presented a draft board paper for discussion of the high priority areas for delivery of the 2021/22 business objectives, and to note the proposed scope and approach to organisational skills mapping.
2. ET commented that the wording of the delivery outputs for some of the specific objectives has been changed slightly compared to the wording in the business plan, and asked that it be corrected as it differs from what teams are focussing on at present. Paul Chrisp and Felix Greaves agreed to provide amended wording for strategic pillar two and pillar four outputs, respectively.

**ACTION: PC/FG**

1. ET agreed that the paper was too detailed for the Board and should be condensed into two slides as part of the CEO’s update, to focus on the high level externally focused objectives, timings and next steps. Jennifer also agreed to circulate the SRO business plan leads to ET, so they have the information to hand for the board meeting.

**ACTION: JH**

1. ET discussed the skills mapping proposals which there was general support for progressing but with the recognition that additional external support will be required. It was agreed that Jennifer Howells be asked to note in the slides to Board to ‘explore whether some of the non-executives could be involved in the skills mapping work’.

**ACTION: JH**

1. **Confidentiality breach** – Meindert Boysen advised ET of a data breach involving confidential information being shared with a competitor manufacturer, details of which have been shared with the chairman and will be reported to the Audit and Risk Committee and the Board on 16 June 2021.
2. Meindert was keen to explore a digital solution for marking and redacting papers which would minimise the risk of this happening in the future. It was noted that Jenniffer Prescott was looking at potential software products.
3. **CEO meeting with Lord Bethell** – Gill Leng advised that she has a meeting with Lord Bethell next week at which he is expected to discuss how NICE can speed up its work. ET discussed the balance to be achieved between quality and speed. The Comms team was asked to provide Gill with examples of where NICE has received positive feedback (eg IQVIA).

**ACTION: JG**

## Apprenticeships and workforce equality objectives (item 6.1)

1. Lisa Hooley and Sarah Woodhead presented a proposal to commit each directorate to offering one 'new-to-role' apprenticeship each financial year, to provide opportunities to external candidates and to contribute towards the 2021-24 NICE workforce equality objectives. ET agreed to focus the opportunities where NICE has identified skill gaps rather than have a blanket one new apprentice per directorate. It was also noted that the level of support that will be needed should be taken account of, and for that reason suggested a cohort arrangement would provide a support network for new recruits.
2. Directors were keen to explore opportunities for technical training roles as opposed to the usual business management and project support apprenticeships. Lisa and Sarah were asked to work with Alexia Tonnel, Meindert Boysen, Felix Greaves and Jane Gizbert, in the first instance.

ACTION: LH/SW

## Dignity at work policy (item 6.2)

1. Grace Marguerie and Kelly Cuthbertson sought ET approval of a new dignity at work policy to replace the existing bullying, harassment and victimisation policy and the equality and diversity policy.
2. ET referred briefly to recent national press articles that challenged the use of the term ‘gender identity’. Based on legal advice, the policy retains ‘gender re-assignment’. It was queried whether NICE should review its relationship with Stonewall in respect of any impact for NICE guidance. Grace advised that she will be raising the matter at the next DHSC & ALB HR leads meeting and would report back to ET.

**ACTION: GM**

1. ET requested the following amendments:

* paragraph 14 – make it clearer when the policy applies and does not apply
* paragraph 21 – bring the NICE Values forward to the beginning of the policy
* paragraphs 9, 28/29 – clarify the difference between the FTSU guardians and the whistleblowing policy, and clarify this in the scope of the policy
* paragraph 33 – nuance the wording in the table to reflect ET’s discussion – eg ‘a repeated pattern of being disrespectful’.

1. Subject to the amendments being incorporated, ET agreed that a final version could be approved by Jennifer Howells.

**ACTION: JH**

## Upcoming Executive Team retreats (item 6.3)

1. ET reviewed the draft agenda for the ET retreat on 28/29 June and discussed arrangements for the session with the senior leaders on 14 July 2021.
2. Following feedback from the chairman about the role of GE and the advisory committees, ET considered whether NICE should explore the benefits of working with external organisations to bring new ideas and give a different perspective on NICE’s current operating model, for example through the AHSNs to identify a suitable organisation. It was agreed to think about an appropriate guest speaker for 29 June.

**ACTION: RT**

1. The draft agenda was currently split into two sessions (operating models and approach to future working); it was agreed to have a third session with a strategic external focus. Rebecca Threlfall and Gill Leng agreed to update the agenda for 28/29 June and bring it back to ET for agreement.

**ACTION: RT/GL**

1. It was agreed to give further thought to the attendees, format and agenda items for 14 July meeting with SLF. Due to size of the group, breaking into smaller groups was likely to work better than a debate. It was agreed to co-produce the agenda with the group.

**ACTION: RT**

## Future collaboration agreements (item 7.1)

1. This item was deferred to next week’s meeting.

## Gold group (item 8)

1. ET noted the two decisions taken at the Gold group on 7 June:

* To advise those staff who had visited the Manchester office during the w/c 31 May, of the C-19 case in the evening cleaning team; outline action taken to sanitise the office and remind staff to take lateral flow tests before coming back to the office. Michelle Rowlands and Lisa Appleyard to draft an email for sign off by Grace Marguerie and Jennifer Howells.
* To adopt the updated C-19 workplace individual self-assessment risk indicator and include it on the 'returning to the office information hub' on NICE Space, with a short demo recording for staff explaining how to use it.

## Review of the meeting (item 9)

1. ET reviewed the meeting and agreed that not all corporate policy updates required the approval of ET. In future, it should be decided on a case by case basis whether a revised corporate policy could be approved by the respective Director, rather than being discussed at an ET meeting.

## Other business (item 10)

1. Felix Greaves advised that there has been a major outage today affecting a number of websites including Gov.uk. Alexia Tonnel agreed to have the DIT team check NICE’s systems.

**ACTION: AT**