**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 20 July 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

Judith Richardson Acting Director, Health & Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Moya Alcock Programme Director – Health & Social Care

Rebecca Threlfall Chief of Staff

Elaine Repton Corporate Governance and Risk Manager (minutes)

Grace Marguerie Associate Director – Human Resources (item 4.2)

Michelle Rowlands Facilities and Estates Manager (item 4.2)

David Coombs Associate Director - Corporate Office (item 5.2)

Hilary Baker Programme Director – Transformation (item 6.1)

Nicola Tyson Organisational Design Specialist and EDI workforce lead (item 6.1)

Alison Liddell Programme Director – Strategy and Governance (item 6.2)

Cornelia Hedeler Data Architect, Digital, Information and Technology (item 6.2)

## Apologies (item 1)

1. Apologies were received from Judith Richardson who was represented by Moya Alcock.

## 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 13 July 2021 were agreed as a correct record, subject to correcting part of paragraph 16 to read:

Rebecca Smith advised that a tender was being developed to commission an external agency to help with communicating about the review following consultation.   She also shared the comms and marketing plan that the team has developed which includes messages, engagement events, animation and graphics.  Meindert was asked to include a lay summary paragraph at the beginning of the board papers.

## Matters arising (item 3.2)

1. The actions from the meeting held on 13 July 2021 were noted as complete or in hand.
2. It was agreed to add an item to the ET planner for a future discussion of how to retain the partnerships with undergraduate schools, following the decision to close the student champion scheme.
3. It was noted that the Quality Standards & Indicators move into the Centre for Guidelines will now take effect from 2 August 2021, not 19 July as planned.
4. Jane Gizbert clarified the communication plans to support the public consultation on the methods and process review.

## Hot topics (item 4.1)

1. **CSR bids** – It was queried whether ET needed to have a discussion of CSR bids to ensure any cross-directorate working on projects was joined up. Jennifer Howells was asked to co-ordinate a discussion with ET members. Jennifer advised that she was awaiting the CSR notification from the DHSC which was expected any time, ahead of Parliament’s Summer recess.

**ACTION: JH**

1. Reference was made to an announcement yesterday that NHSE has £340m for a new Innovative Medicines Fund (IMF) to fast-track promising new drugs. This is in addition to the £340m Cancer Drugs Fund (CDF). NICE is working with NHSE on a press release and to develop the consultation. A slide has been included in the CEO’s update for the July board.
2. **NICE Board membership** – It was confirmed that Sir Bruce Keogh had resigned from the NICE board with immediate effect. This will be reported at the July public board meeting.
3. **GIN conference** – Rebecca Threlfall asked ET whether they would like to agree which staff should attend the GIN conference, once the accepted abstracts had been confirmed by GIN. ET agreed to encourage broad attendance by NICE staff and allow directorates to select their own delegates. ET asked Rebecca Threlfall to provide a summary of the accepted submissions and to work with Dani Mason to check the quality of the presentations in advance.

**ACTION: RT**

## Lifting of social distancing restrictions (item 4.2)

1. ET considered the current issues regarding the re-opening of offices and office attendance, in light of the rising number of COVID cases and discussed whether the ‘all staff’ event should proceed as planned on 23 September.
2. Gill Leng advised that she has met with the trade union reps who agreed that staff attending the office one day per week (or 4 days a month), was a reasonable expectation. Grace Marguerie provided feedback from the other ALBs who share NICE’s office space. It was agreed that staff be advised that the offices will be open from 2 August on an optional basis for use to collaborate with colleagues, and that a review will take place in October, after which it is expected that there will be a requirement to begin attending the office for one day per week. Gill Leng agreed to discuss the proposal at the July all staff meeting, and Grace Marguerie agreed to inform the trade union reps.

**ACTION: GM/MR/GL**

1. On balance it was agreed to postpone the planned staff event until a later date in October. Rebecca Threlfall agreed to contact the venue and re-arrange the booking. Gill Leng agreed to communicate the decision in one of her daily messages.

**ACTION: GL/RT**

## July Public board meeting (item 5.1)

1. ET reviewed the arrangements and papers for the board’s private session and the public meeting on 21 July.

## Equality and Diversity groups (item 6.1)

1. Hilary Baker and Nicky Tyson requested ET support for a revised terms of reference for the NICE Equality and Diversity Group (NEDG) and the introduction of equality, diversity and inclusion staff networks to deliver the equality and diversity business objectives for 2020/24.
2. ET approved the NEDG’s revised terms of reference, subject to the Group being asked to consider whether socio-economic status (though not a protected characteristic) should be factored in, and only to link neuro-diversity with disability if staff are content. Nicky Tyson was asked to work with the comms team to agree the messaging, specifically on the neurodiversity issue. ET requested a six month progress report.

**ACTION: HB/NT**

## NICE consultancy approval – data management (item 6.2)

1. Alexia Tonnel sought approval to engage external consultants for six months to provide capacity and skills to develop NICE's data strategy and approach to data management and governance, which is a key enabler to the NICE strategy. The costs for the work were included in the transformation budget and it will build on the data management foundations recommended in the Civica report produced in 2019.
2. Felix Greaves expressed support in principle but asked that the remit for a data strategy is clearly defined to ensure it does not impact the data analytics work already underway with NHSD and NHSX. It was suggested that Pall Jonsson be asked to join the procurement panel to provide input from the SEA directorate.
3. ET challenged the consultancy costs and sought clarity on what outcomes would be delivered compared to the Civica report. The timing of the work was also queried in view of the imminent organisational changes, and whether seeking a diagnosis now was sensible given the position may change in 6-12 months.
4. Alison Liddell stated that this work was fundamental to delivery of the business plan objectives which rely on well managed data and that the internal capacity to deliver it was a real challenge and would continue to be over the longer term without additional resources.
5. Jennifer Howells suggested reviewing the procurement approach. It was agreed to proceed to commission external consultants but with a different procurement strategy that would allow the work to be split into phases, to call off pieces as needed at a lower cost. Alexia Tonnel and Jennifer Howells were asked to liaise with Boryana Stambolova to agree an approach to the procurement and to take it forward.

**ACTION: AT/JH**

## Ongoing projects – culture and future working (item 7.1)

1. Rebecca Threlfall presented a ‘stocktake’ of ongoing projects and working groups which have been meeting for several months to discuss culture change and future ways of working. ET was asked to consider standing down some of the project and T&F groups which are either no longer needed or can be merged with others in the new transformation governance framework. It was noted that David Coombs has also been working on a governance review which includes an operational structure chart which would be helpful to consider as part of the future proposals. Rebecca Threlfall agreed to liaise with David Coombs.

**ACTION: RT/DC**

1. There was some caution expressed about standing down groups where staff have felt empowered to progress issues and make decisions. This was recognised and ET agreed that there should be a forum for operational management issues with the correct level of delegated authority, but some groups have duplicated work and debated issues which ET had already decided. It was agreed that the options to consolidate projects and groups be discussed at the next Senior Leader’s Forum for feedback.

**ACTION: RT**

1. ET reviewed a timetable of upcoming ET, SLF and staff meetings until the end of the calendar year. The ET retreat planned for 31 August and ET & SLF retreat planned for 2 September were not suitable due to annual leave. It was agreed to look at using 23 September as an alternative as the staff event is to be postponed. Further dates were needed for a potential face to face ET meeting in August and an ET & SLF retreat at the end of November. Rebecca Threlfall agreed to work with Gill Leng and bring back proposals.

**ACTION: RT**

**Gold group (item 8)**

1. ET noted the actions agreed at the Gold group on 19 July. In view of the number of outstanding items still to be resolved, it was agreed to hold a further meeting of the group on 2 August and potentially on 16 August, if need be.

## Review of the meeting (item 9)

1. There were no comments on today’s agenda.

## Other business (item 10)

1. **Secondment opportunity** – ET noted a secondment opportunity approved in the CHTE senior management team.