**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 27 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

Jennifer Howells Director, Finance, Strategy and Transformation

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Rebecca Threlfall Chief of Staff

Nick Baillie Associate Director – Quality Standards

Lisa Appleyard Associate Director – Corporate Communications

Pall Jonsson Programme Director – Data and Analytics

Elaine Repton Corporate Governance and Risk Manager (minutes)

Grace Marguerie Associate Director – Human Resources (item 4)

Boryana Stambolova Deputy Director – Finance, Strategy and Commercial (item 8.1)

Martin Davison Associate Director – Finance (item 8.1)

## Also present:

Hannah Williams SCW Commissioning Support Unit (item 4)

## Apologies (item 1)

1. Apologies were received from Judith Richardson, Jane Gizbert and Felix Greaves who was represented by Nick Baillie, Lisa Appleyard and Pall Jonsson respectively.

## 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 20 July 2021 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 20 July 2021 were noted as complete or in hand.
2. It was agreed that Gill Leng would include the change in status of plans to return to the office in her slides for the July all-staff meeting. ET agreed it was important to provide clarity over expectations. Gill will explain to staff the reasons for the decision to bring forward plans to return to the office one day a week from 1 October rather than December, which is in line with the plans of the other ALBs who share the office space. Jennifer Howells agreed to provide Rebecca Threlfall with the draft comms for Gill and Lisa Appleyard to review in advance of in Gill’s presentation.

**ACTION: JH/RT**

1. Alternative dates for the all-staff event were proving difficult to identify given NICE’s busy calendar of meetings. The hotel has availability on 5, 16 & 27 November which were being explored, with 5 November looking favourable. It was hoped to have an update in time for the all-staff meeting on 28 July, if that was not possible, staff will be advised the event has been postponed until later in the year.
2. Alexia Tonnel confirmed that a phased approach has been agreed with the finance team for the data management consultancy procurement which will include a call-off arrangement, starting with development of the strategy and reviewing the outputs at each stage.
3. Rebecca Threlfall confirmed that she has spoken with David Coombs and agreed to use some of David’s governance review slides at the Senior Leader’s Forum on 29 July. She was also liaising with Grace Marguerie and Hannah Williams to ensure alignment with the OD work.
4. Rebecca Threlfall was asked to look at alternative options for the ET retreat planned for 31 August, including splitting it into two virtual half days.

**ACTION: RT**

## Organisational design update (item 4)

1. ET received an update on the organisational design work from Hannah Williams including the development of a culture framework for NICE. Hannah was asked to provide exemplars from other organisations which potentially align to what NICE wants to achieve or to provide a basis to build on. This was requested for a discussion at an ET retreat, before anything is agreed at the people, organisation and culture programme board.

**ACTION: HW**

1. Lisa Appleyard referred to the directorate events being supported by SCW and taking place throughout August involving staff affected by the OD changes. Gill Leng asked to see the materials for those sessions in advance and requested that the NICE internal comms team is involved in the engagement events.

**ACTION: HW/LA**

1. ET discussed ‘hotspots’ from the staff survey which need to be addressed as part of the culture change work. Grace Marguerie advised that her team was working on the staff survey action plan which will look at the priorities of work/life balance and career progression.

## Board meetings (item 5)

1. ET reviewed the action logs from the informal board meeting and the public board meeting in July. All the actions were agreed.
2. ET also reviewed the draft agendas for the September informal and public board meetings. It was agreed to re-name the health inequalities item ‘NICE Listens’ so that the board could be consulted on future topics for NICE Listens. It was agreed to remove the Commercial and Managed Access as it required further work before submission to the board. Jennifer Howells agreed to include a section in the CEO’s update on the comprehensive spending review submission.

**ACTION: JH**

1. The items proposed for discussion at the board’s strategy away day in October were considered, including an update on the sequencing of the strategic and business plan objectives for next year. Gill Leng agreed to draft a high level agenda for sharing with the chairman and with ET.

**ACTION: GL**

1. Some amendments to the November board agendas were also noted.

**ACTION: ER**

## Hot topics (item 6)

1. **NICE assumptions** – Jennifer Howells advised that the issue reported previously regarding the different assumptions about cost impact in the NICE programmes has not yet been resolved to address inconsistencies identified. The matter was being discussed at GE and PE and with NHS England.
2. **NHS England therapeutic tendering** – ET was advised that NHS England had gone out to tender for the DOAC group of drugs. Gill Leng agreed with David Wright at the Sponsor Team that NICE would feed into the ‘Deep dive on therapeutic tendering’ requested by the Minister.

## Decision items (item 7)

1. There were no decision papers.

## Finance update (item 8.1)

1. Martin Davison briefed ET on the financial position at the end of June, preparations for the Comprehensive Spending Review (CSR) submission and changes to the forecast year end position.
2. In relation to the CSR bids, it was agreed that a compelling narrative of added value was critical, and where possible a joint bid with other organisations (eg OLS, AAC, NHSX) to meet one of the Government’s key priorities for the NHS, was more likely to be successful. Martin was asked to add ‘patient safety’ to the lists of bids currently in development. The internal deadline for bids was 30 July. It was agreed to ask one of the NICE editors to review the final submission to check that the supporting narrative fully demonstrates the benefits to the system of the NICE outputs.

**ACTION: MD/JH**

1. ET was advised of several significant new cost pressures which could impact the 2021/22 forecast, meaning some plans for committing expenditure may need to be paused and/or re-considered. The key areas of uncertainty were TA income, a possible 3% pay deal, the new life sciences hub and the tender exercise for the guideline development centres. It was agreed to proceed with planned procurement exercises but to phase them to provide flexibility, and to re-visit the position in one month when there is likely to be more certainty over some items.

**New senior posts to support the strategic plan next steps (item 8.2)**

1. ET noted the proposed new posts and the phased recruitment, as discussed with the NICE Board. It was agreed that Word versions of the draft job descriptions would be shared with ET for comment.

**ACTION: JH**

## Review of the meeting (item 9)

1. ET welcomed the shorter agenda and less papers.

## Other business (item 10)

1. **CEO annual leave** – Gill Leng will be on annual leave next week, and the chairman will be unavailable. ET noted that Gill will be contactable for urgent queries, if needed. During Gill’s absence, it was decided that the CEO daily messages would not be covered by other ET members. It was agreed that Gill would advise staff that the daily messages would cease at the end of July and move to a weekly update.

**ACTION: GL**