**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 14 September 2021

## Present

Gill Leng Chief Executive

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

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Rebecca Threlfall Chief of Staff

Boryana Stambolova Deputy Director, Finance, Strategy and Commercial (items 4 and 6.1)

Jeanette Kusel Director, Scientific Advice (item 5.1)

David Coombs Associate Director, Corporate Office (items 6.2 and 7)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. There were no apologies.

## Declarations of interest (item 2)

1. The previously declared interests were noted. Nicole Gee advised that her work with the London Business School had ended.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meeting held on 7 September 2021 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 7 September 2021 were noted as complete or in hand.
2. It was requested that a date be confirmed for ET to receive an update from the future ways of working: committee meetings T&F group, including metrics on the benefits of holding hybrid meetings and the analysis of meeting room requirements in the London office.

**ACTION: JP/NS**

## Hot topics (item 4)

1. **Joint letter from RCP and BMA** – ET noted that a jointly addressed letter to NICE and NHS England had been received following publication of the final appraisal report for Inclisiran, which has been challenged on the basis of its implementation. Gill Leng had given an initial acknowledgement of the letter and agreed to work with Meindert Boysen to confirm how to respond.

**ACTION: GL/MB**

1. **CSR bid** – Jennifer Howells advised that the DHSC has requested further clarification of the CSR submission to clearly articulate the expected benefits of the investment, and to prioritise the bids into one of four levels ranging from green (a legal or regulatory requirement) to red (impact is manageable if not supported). Boryana Stambolova was in discussion with the DHSC and the respective bid leads to provide the additional narrative requested, by the deadline of 10am on 15 September 2021. Jennifer Howells agreed to share the revised bid with ET for their comments.

**ACTION: JH/BS**

1. **AV equipment in Manchester** **office** – Alexia Tonnel advised ET of the quote received from the company to provide the same AV kit in Manchester as has been installed in London. The cost was significant but Alexia recommended placing an order with the same company for both sites for reasons of configuration, compatibility and maintenance. Alexia agreed to forward details of the quote to Barney Wilkinson to progress.

**ACTION: AT**

1. **Board and ET meeting planners** – ET discussed recent difficulties trying to schedule papers on the board agendas, partly due to the October board meeting being a strategy session and there being no meeting in December. ET also discussed whether the ET agendas were sufficiently strategic. It was noted that the outcomes from the October board strategy meeting will need to be scheduled on the ET and board planners and also feed into the timescales for the review of the business plan and budget. Jennifer Howells was asked to work with David Coombs to review the forward planners for the board and ET meetings.

**ACTION: JH/DC**

1. The engagement of the NEDs outside of the formal board meetings was encouraged where board members have a particular interest. However, ET was reminded that the board’s decision making powers can only be exercised in public board meetings and not delegated to sub-groups of the board. The Executive Team discussed the need to ensure the whole Board had opportunities for exposure to NICE’s stakeholders in the health and care system, life sciences industry and patient organisation. It was agreed to raise this with the board in October and ask Rebecca Threlfall to give some thought to scheduling board visits.

**ACTION: RT**

## Life Sciences hub (item 5.1)

1. Alexia Tonnel requested approval to engage two external contractors; one to undertake a high-level strategy exercise to focus the scope and proposals for the Life Sciences Hub, and secondly, a Life Sciences Strategy and Operations Lead to work in CHTE. The newly established director role of Chief Digital Product Officer when in post, will lead on the overall design and implementation of the service.
2. Alexia advised that Deloitte was likely to be appointed to undertake the high level strategy exercise and she was expecting to receive their proposal tomorrow with the work beginning in late September.
3. ET discussed the benefits of undertaking the work internally to build the skills and knowledge in-house rather than procuring external support however accepted that there is currently a lack of strategy development capacity combined with life sciences industry expertise. For that reason, it was agreed to support the requests, with the caveat that we must also develop internal expertise.

## Collaborating centre contracts (item 6.1)

1. Paul Chrisp updated ET on the challenges and current position with the contract for the guideline collaborating centres. Both Royal Colleges want to maintain the relationship with NICE but through a different operating model in the future, and ET noted that discussions are ongoing with the colleges, the DHSC and legal advisors to agree a way forward.
2. Following the failed re-tender exercise, Jennifer Howells outlined three options available which will be discussed with the board in the CEO’s update slides on 15 September. The preference was to extend the current contract under ‘safe harbour’ regulations for a period of 12-18 months, until a new arrangement can be approved from April 2023.
3. The audit and risk committee was alerted to a potential tender waiver at its meeting on 8 September. The committee had agreed to defer an in-depth discussion until the September board meeting. ET noted the latest position.

## NICE and MHRA board to board meeting (item 6.2)

1. ET discussed the purpose of the NICE and MHRA board to board meeting on 19 October and reviewed the draft agenda which has been developed by the respective chairs. The aim of the event is to provide an opportunity to build relationships at a senior level and explore shared objectives. It was agreed that a lead and note taker would be needed for each of the six syndicate exercises, and to check with MHRA whether they want this to be a board member or another member of staff.
2. Felix Greaves confirmed that Nick Crabb and Neil Drake were providing a briefing note of current issues. It was agreed to also circulate the MHRA organogram and the partnership agreement to ET and the NICE board for background information. Gill Leng agreed to speak again with June Raine regarding an external speaker.

**ACTION: FG/DC/GL**

## September board meeting (item 7)

1. The agendas and arrangements for the September board meetings were reviewed. It was noted that final sign-off of the job descriptions for the two new director roles that are outstanding, will be resolved in the board’s private session.

## Review of the meeting (item 8)

1. The shorter agenda pack was welcomed.

## Other business (item 9)

1. **Project team ‘CEO’** – Nicole Gee confirmed membership of a project team which has been set up to support the process for recruiting a new CEO and oversee the transition arrangements to the successful candidate. ET requested regular updates via the weekly ET meetings.
2. The chairman will join Gill Leng in leading the all staff meeting on 22 September and the all staff event will go ahead in Manchester on 5 November as planned. ET members will be asked to take a lead in the sessions at the staff event.
3. **ET coaching** – Nicole Gee raised the issue of coaching for ET members and requested directors to get in touch if they wished to arrange a coach. ET were reminded that they had previously agreed to a 360 degree feedback exercise, which had been approved by the Remuneration Committee. Grace Marguerie was requested to send all the details to Nicole Gee to review.

**ACTION: NG/GM**

1. **Face masks in offices** – ET members were requested to wear a face mask when moving around the offices to encourage other staff to do so. It has been raised with HR that some staff in the Manchester office are not wearing a face mask in common areas.