**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 28 September 2021

## Present

Gill Leng Chief Executive

Meindert Boysen Director, Centre for Health Technology Evaluation and Deputy Chief Executive (item 5.1 onwards)

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

Katharine Cresswell Senior Public Engagement Analyst (item 5.1)

Jeanette Kusel Director, NICE Scientific Advice (items 1 to 4 inclusive)

Lorna Scoular Senior OD, Learning and Talent Manager (item 6.1)

Koonal Shah Associate Director, Science Policy and Research (item 5.1)

David Coombs Associate Director, Corporate Office (minutes)

## Also present

Michelle Johal Deloitte (part of item 6.1)

William McFarland Deloitte (part of item 6.1)

Mette Mikkelsen Deloitte (part of item 6.1)

## Apologies (item 1)

1. Meindert Boysen gave apologies for the start of the meeting and was represented by Jeanette Kusel for this period.

## 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 21 September 2021 were agreed as a correct record, subject to amending paragraph 12 to clarify that ET agreed the principle that NICE would reimburse the cost of any COVID test requirements arising from essential business travel.

## Matters arising (item 3.2)

1. The actions from the meeting held on 21 September 2021 were noted as complete or in hand.
2. ET discussed the materials to be prepared for the Board strategy away-day and agreed that any presentations to support the discussion should not exceed 3 slides (excluding a title slide if required). It was agreed that the latest agenda, discussion groups, and the draft slides should come to ET on 12 October. The briefing papers and slides would then be circulated to the Board later that week.
3. ET briefly discussed the next steps with the guideline development centre contracts and noted that Nicole Gee, Paul Chrisp and Chris Carson would liaise further to discuss the membership and chairing of the project group. Gill Leng highlighted the importance of proactive and ongoing staff communications and engagement.

ACTION: PC/NG

## Hot topics (item 4)

1. **Culture change:** Nicole Gee stated that she is currently procuring consultants to undertake a short piece of work to look at the various reports and data on NICE’s culture and put together a culture change action plan, which the HR team will implement following initial support from the consultants. The work is due to conclude by the end of the financial year and is anticipated to cost in the region of £90k. ET supported the proposed work, noting this was below the level that required ET approval. Nicole agreed to circulate the specification for information.

ACTION: NG

1. **Business planning:** Jennifer Howells stated that following the refocusing of the agenda for tomorrow’s ET-senior leaders retreat, there is a need to adopt an alternative approach to review the strategic roadmap which will set the context for the 2022/23 business plan. It is proposed that Kendall Jamieson Gilmore liaises with the members of the strategy development group to identify and propose potential updates to the strategic roadmap, which could then come back to ET alongside the briefing on the proposed business planning process. ET supported this proposal.
2. **Board to board with the MHRA:** Gill Leng updated ET on the arrangements for the board to board with the MHRA and advised that the chairs and chief executives agreed not to open up the event beyond the boards and executive teams given the number of existing attendees. ET discussed the planned revisions to the agenda, which Gill would discuss further with the NICE Chairman and MHRA colleagues. It was agreed that Paul Chrisp would lead NICE’s input to the potential session on patient and public involvement, with Meindert Boysen and Felix Greaves nominated as NICE’s leads for the potential sessions on innovation and real-world data respectively. It was noted that the briefing prepared for the NICE attendees would need to be updated to reflect the revised agenda.

ACTION: NC

## NICE Listens: health inequalities project plan and future topic selection (item 5.1)

Felix Greaves presented the paper that provided an overview of the project plan for the NICE Listens health inequalities topic and an update on the shortlist of topics for the next NICE Listens project.

ET discussed the plans for the first topic on health inequalities. A query was raised as to whether religion was considered when selecting the participants. Katharine Cresswell agreed to check whether this was considered and the extent it will be taken into account in the discussions.

ACTION: KC

ET discussed the approach to the workshops and highlighted the importance of ensuring the lay audience can engage with the topic and there is a clarity on how the output from the exercise will be used. Felix Greaves agreed to ensure this is considered further.

ACTION: FG

1. ET discussed the 4 potential topics that had been identified for the next exercise after health inequalities. It was noted that a key consideration when selecting a topic is how the findings will be used. Given modifiers has already been considered extensively as part of the methods review, it was agreed that it would not add value to undertake a NICE Listens exercise on this topic in the near future. ET agreed that the preference would be to consider environmental sustainability as the second topic, as feedback on a question such as the extent NICE should take environmental considerations into account when recommending interventions and technologies, could then inform a future update of NICE’s methods and processes. ET’s second choice topic was societal perspectives.

## IT service desk transformation (item 5.2)

1. Alexia Tonnel presented the proposal to extend an engagement with an independent contractor supporting the planned transformation of the IT Service Desk.
2. Jennifer Howells clarified that the work would largely, if not fully, be classified as contingent labour rather than consultancy and as such did not require ET approval. Gill Leng asked ET if there were nonetheless any concerns or queries about the work. Nicole Gee asked that the skills framework aspect of the project links in with Deloitte’s work on NICE’s skills framework. Subject to this comment, ET were content to support the expenditure.

ACTION: AT

## Future of work (item 6.1)

Mette Mikkelsen and colleagues from Deloitte began to present their findings and recommendations on the future of work at NICE, but then had to leave the meeting due to the need to evacuate their office.

ET members therefore decided to hold an initial discussion on Deloitte’s presentation, which had been circulated in advance of the meeting. ET broadly supported the recommendations and highlighted the issues that will need to be considered further as part of the implementation, including the policies around expenses and contracts, and importantly the accompanying culture change.

It was agreed that Nicole Gee would brief Deloitte on ET’s discussion and Mette and colleagues would attend next week’s ET meeting to discuss the next steps for implementing the recommendations. It was agreed that the recommendations would also be shared at the ET-senior leaders retreat tomorrow.

ACTION: NG

## Workforce of the future (item 6.2)

It was agreed to defer this item to a future standalone session to enable Deloitte to elicit feedback from ET through a focus group.

## Review of the meeting (item 7)

Gill Leng referred to item 6.2 and asked that in future any focus group type discussions are held as a standalone session and not included on the agenda for the weekly ET meeting.

## Other business (item 8)

Jennifer Howells stated that the delegations from the Department of Health and Social Care (DHSC) have recently been amended and she would ensure these are circulated to ET.

ACTION: JH

1. Nicole Gee highlighted the plan to hold ‘bake-off’ events in the offices on 12 October as part of the plans to encourage staff to return to the office and stated that it would be helpful for ET to attend the offices in person that day. It was therefore agreed that the corporate office would canvass ET members’ preference for the location of the ET meeting on 12 October.

ACTION: DC

1. Judith Richardson noted that Dr Ann Hoskins has commenced her project working 1 day a week to advise NICE on health inequalities. It was agreed that ET should receive a progress update at the half-way point. The specification for the work would also be shared with relevant ET members.

ACTION: JR