**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 5 October 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

Felix Greaves Director, Science, Evidence and Analytics

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Hilary Baker Programme Director, Transformation

Danielle Mason Associate Director, Brand and Marketing

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

David Coombs Associate Director, Corporate Office (minutes)

## Also present

Michelle Johal Deloitte (item 6.1)

William McFarland Deloitte (item 6.1)

Mette Mikkelsen Deloitte (item 6.1)

Neera Ridler-Mayor Deloitte (item 6.1)

## Apologies (item 1)

1. Apologies were received from Jane Gizbert and Jennifer Howells who were represented by Danielle Mason and Hilary Baker 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 28 September 2021 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 28 September 2021 were noted as complete or in hand.
2. ET discussed the arrangements for the board to board with the MHRA and asked Nick Crabb to liaise with his MHRA counterpart to confirm each organisation’s respective leads for the presentations that will introduce the discussions on the 3 areas of focus. It was agreed that it would be helpful to review these presentations, or at least NICE’s input, at next week’s ET session.

ACTION: NC

## Hot topics (item 4)

1. **Guideline centre contracts:** Paul Chrisp advised ET that further to recent discussions it has now been confirmed that the staff currently working to produce NICE guidelines at the National Guidelines Alliance (NGA) and National Guidelines Centre (NGC) will transfer under TUPE arrangements to NICE on 1 April 2022. ET discussed the next steps and noted this will be a significant piece of work that will likely require additional capacity and could potentially impact on guideline delivery in the short-term. It was agreed that Paul Chrisp would be the senior sponsor for the project and there would be dedicated HR support. Gill Leng highlighted the importance of clarifying the scope of the task, which extended beyond HR to issues such as IT infrastructure, and then clarifying what resources are required to deliver the project. This would inform a decision on the nature of the additional capacity that is required. Following discussion, it was agreed that Hilary Baker would prepare a high-level scope for the work, which would then be shared with Paul Chrisp and the leads at the NGA and NGC. A wider project group could then be convened to develop the project plan.

ACTION: HB/NG/PC

1. Nicole Gee agreed to liaise with the procurement team to clarify whether the existing contract with NHS South Central and West Commissioning Support Unit could be utilised to access programme management capacity to support this project.

ACTION: NG

1. Danielle Mason agreed to liaise with the communications team to ensure NICE staff are advised of the transfer once NGA and NGC staff had been notified.

ACTION: DM

1. **Chief of Staff recruitment and all staff event:** Gill Leng advised ET of the intention to seek expressions of interest from staff to fill the Chief of Staff role until the candidate appointed in last week’s recruitment can take up the role. In the meantime, it was noted plans are in place for the health and social care directorate to take over the organisation of the roundtable events planned for later this week, but there is a need to consider the arrangements for the all staff event on 5 November. Following discussion, ET agreed to defer the all staff event to 30 November as this would give more time to plan the event and would also address the feedback about some staff not being able to attend on a Friday. It was agreed that the event should be relatively informal and end at 3.30pm to make it easier for staff travelling from London. It was agreed that Nicole Gee would lead the planning, supported by Danielle Mason’s team. ET members were asked to provide suggestions for the breakout discussions to Nicole and Danielle.

ACTION: NG/DM and ET

## Board agenda forward planner (item 5.1)

ET reviewed the items currently scheduled for upcoming Board meetings and agreed:

* + To include data on the delivery of the TA work programme in the Chief Executive’s update to the morning session of the November Board meeting, and refocus the item on strategic priorities at that meeting to include the next steps from the October Board away-day, MHRA board to board, and the roundtable events.
  + To take a paper to the November public Board meeting on the changes to the guideline development arrangements, to give assurance that a project plan is in place and the key risks had been identified.
  + That the proposed update on skills mapping would be more appropriate for the Remuneration Committee.
  + To defer the annual public involvement programme report to March so that it would in future cover a calendar year.

1. Gill Leng stated that she would include a slide in her update to the morning session of the November Board meeting to highlight the pressures on the Board agendas following the reduction in the number of Board meetings and note the proposed prioritisation of topics for the agendas.

ACTION: GL

## Future of work (item 6.1)

Mette Mikkelsen and colleagues from Deloitte presented their recommendations on NICE’s future of work and provided an update on how other organisations are approaching the issue of high-cost area payments given the shift to greater homeworking. Hilary Baker highlighted that the presentation did not reflect the current work underway at NICE to explore automation; Mette agreed to seek further information and update the slide pack accordingly.

ACTION: MM/HB

ET discussed the recommendations and supported these in principle, including staff working from the location best suited to the type of work being undertaken. Gill Leng requested a further paper which would enable ET to formally agree the recommendations. This should provide further information on the next steps, including timescales, the leads, and the links with wider initiatives already planned or underway. Gill Leng stated that she would discuss the nature of this paper further with Nicole Gee and Jennifer Howells.

ACTION: NG/JH

## Workload prioritisation (item 6.2)

ET reflected on the feedback at last week’s ET/senior leaders retreat about the workload pressures across the organisation. It was noted that in addition to the recent discussions about the reprioritisation of the business plan objectives, it is also important to consider whether there is scope to deprioritise any ‘business as usual’ activities.

ET agreed to use a session at the all staff event on 30 November to discuss this issue with staff. To help plan this, it was agreed ET members would talk to their teams about how the workload pressures can be addressed and provide feedback to Nicole Gee.

ACTION: ET

## Operational management group (item 5.2)

1. David Coombs presented the updated proposals and terms of reference for a new operational management group, following ET’s discussion of an earlier proposal at a previous meeting.
2. Nicole Gee queried whether it was necessary for the group to review and approve management of change proposals and suggested instead that individual directors have responsibility for approving such proposals, following review by the new group where appropriate. ET discussed the responsibility for approving management of change proposals, and noted that these currently require ET approval. On balance, it was agreed to retain the proposed role for the new group, but Nicole Gee would review the management of change policy and consider the most appropriate arrangements in the medium to long-term.

ACTION: NG

1. ET agreed to establish the new group subject to increasing the meeting frequency, revising the membership to include 2 ET members, and considering an alternative name. ET highlighted the importance of communicating the role of the group to the senior leaders forum and the wider organisation and asked Jennifer Howells to liaise with the communications team on this. The monthly frequency of meetings was also noted, and Gill Leng agreed to follow up and discuss with Jennifer Howells.

ACTION: JH/DC/LA

## Mapping external factors which affect delivery of NICE’s strategy (item 6.3)

Due to time pressures, it was agreed to defer this item to next week’s ET meeting. Gill Leng asked for a word version of the paper and stated that she would provide some feedback for Kendall Jamieson Gilmore to consider prior to next week’s meeting.

ACTION: DC/KJG

## Review of the meeting (item 7)

It was noted that the agenda had been too long, with significant time spent on ‘hot topics’.

## Other business (item 8)

Nicole Gee reminded ET that the ability for staff to ‘sell’ 5 days of annual leave in 2020/21 was a one-off due to the COVID-19 pandemic and would not be repeated in 2021/22.