**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 12 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

Jennifer Howells Director, Finance, Strategy and Transformation

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Lisa Appleyard Associate Director, Corporate Communications

David Coombs Associate Director, Corporate Office (items 5.2, 5.3 and 6.1)

Martin Davison Associate Director, Finance (item 6.1)

John Pegington Head of Management Accounts (item 6.1)

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

Elaine Repton Corporate governance and risk manager (minutes)

## Apologies (item 1)

1. Apologies were received from Jane Gizbert who was represented by Lisa Appleyard.

## 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 5 October 2021 were agreed as a correct record subject to amending paragraph 6 to state 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’.

## Matters arising (item 3.2)

1. The actions from the meeting held on 5 October 2021 were noted as complete or in hand.
2. ET noted that the guideline centre project group will be holding its first meeting on 13 October to develop the project plan. It was queried whether SCW would be involved in the work. Nicole Gee confirmed SCW would not be assisting from a HR perspective, but she was unclear whether they would be providing project management support. It was agreed to discuss this further at the project meeting and to provide a progress update to ET next week.

**ACTION: NG**

1. Gill Leng asked to be updated on the communications to staff. It was anticipated that staff at the Royal Colleges will be informed today, followed by a communication from Paul Chrisp to all NICE staff.
2. It was noted that four expressions of interest had been received for the temporary Chief of Staff role. Gill Leng will be discussing next steps with Nicole Gee.
3. Following the discussion at last week’s ET regarding the board forward planner, Gill Leng advised that she had spoken with the chairman about the pressure on board agendas who has suggested options for 2022 of re-instating the December board strategy meeting or having a strategy session the day before the October strategy away day. ET commented that the board to board meetings with ALB partners presented additional pressures on time. It was noted that non-board meeting time should be identified for these events in future.
4. Nicole Gee confirmed that she will be bringing a final paper to ET next week on the future of work based on Deloitte’s report. There will be a presentation and an FAQ for review by ET.
5. Gill Leng asked directors how their team discussions were going regarding addressing workload pressures. Some directors had workshops planned while others thought staff were struggling to understand how to re/de-prioritise. An example being a NICE International group has been established involving 22 members of staff which was felt to be unnecessary and exacerbating the problem. Judith Richardson stated that the Patient Safety group has been set up with the minimum number of attendees required. Judith and Nicole Gee were asked to produce 2-3 slides for the next all staff meeting to share good examples of how to operate as efficiently as possible to reduce workloads. Gill Leng agreed to follow this up in a further separate discussion with Nicole Gee.

**ACTION: NG/JR**

1. ET noted that the Operational Management Committee will meet fortnightly during the initial six months. A nominated rep was awaited from some of the centres and directorates. Nicole Gee confirmed that the Management of Change policy was in the process of being updated.

## Hot topics (item 4)

1. **Topic for a Digital Workplace pathfinder:** Alexia Tonnel sought ET approval to begin working on a ‘trailblazer’ as part of the DWP to build a project service space within SharePoint with support from Civica. The project space will enable collaboration across a number of projects with all the documentation being saved in one easily accessible place, and eventually allow external contributors to access the space, once the governance and security arrangements have been agreed and implemented. The initial phase will test the system, provide training and develop a governance framework.
2. ET was supportive of the proposal but asked that it be called “a phased roll out, pathfinder or trailblazer” rather than a pilot.  ET also requested that the communication of it to staff should also include a note of the other options which were considered for the pathfinder, eg the end to end DOI process and the new intranet. Alexia also asked that other work under way to support teams alongside the DWP, such as the management of timelines, be outlined, so that staff can fully appreciate the extent of work underway.

ACTION: AT

1. **Kuvan** – Meindert Boysen updated ET following the technology appraisal. The introduction of generics could allow NHSE to develop a commissioning policy for a larger population. NICE has been looking at ways to support NHSE, considering that it does not want to formally appraise these for reasons given in the draft letter. The risk is that by doing this, it will be circumventing the standard processes. The mitigation is that this is an exceptional circumstance; NHSE is content; legal advice provides support; and it has been done previously for cystic fibrosis. The opportunities are that NICE should explore whether it can use approaches like this to take the pressure off the TA programme, albeit with a clearer, transparent and formal approach to support NHSE commissioning, including the use of ‘guidance’ with a funding mandate.

## All staff event (item 5.1)

ET was updated on the initial arrangements for the all staff event which will be titled ‘reconnect, reenergise and refuel’. There was a project team working on the theme and format for the day, the aim of which was to have a fun event for staff to meet up and re-connect rather than an emphasis on business focussed outcomes. Nicole Gee advised that she was not anticipating there would be a lot of work required in preparing for the event, although she acknowledged that some teams would like an opportunity to showcase their work.

1. It was noted that the chairman will not be available to attend on the revised date, but she has agreed to record a video. A draft agenda will be circulated to ET when it’s available.

**ACTION: NG**

## Board Strategy Away Day update (item 5.2)

1. The arrangements and agenda for the board’s October strategy day were reviewed. It was agreed to use the first session to reflect on the outcomes from the NICE and MHRA board to board meeting, ahead of the NHSE guests joining at 9:45am. Gill Leng agreed to prepare a short note of the key points from the NICE and MHRA meeting. David Coombs agreed to update the board strategy agenda and circulate it to ET via Teams, for final comments.

**ACTION: GL/DC**

1. ET agreed the table groups and discussion topics for each of the four key sessions, noting that the background reading would be circulated to the board members in advance, with the short presentations to stimulate the discussions being shared on the day.

## MHRA board to board (item 5.3)

1. The agenda for the NICE and MHRA board to board meeting on 19 October was reviewed. ET noted the leads for each of the three syndicate exercises which will last for 40 minutes each followed by a plenary feedback session.

## Business planning: process and approach for 2022/23 (item 6.1)

Jennifer Howells and David Coombs presented a proposed approach for developing the corporate business plan for 2022/23 using the framework of the 5 year strategy and the priorities identified in the CSR bid and included a high level template for directorates and centres to complete. The paper will also be shared with the Senior Leaders Forum on 18 October.

ET noted the progress against the strategic roadmap priorities in pillars 1 – 4 and agreed it was necessary to also develop a roadmap of the priorities and objectives for the ‘key transformation enablers’, to help plan the resources required from the Comms, DIT and HR teams. To help develop this, the directors for these areas should complete the template with proposed business plan objectives. Jennifer Howells advised that teams have been asked to identify interdependencies with other directorates within the template, which will inform the enabling priorities. The deadline for the submission of draft objectives was 22 November 2021.

It was queried how the objectives for the new strategic engagement directorate will be developed, ahead of the new director appointment. It was requested that the Comms and HSC teams be asked to begin working together to draft some joint objectives.

**ACTION: JG/JR**

Felix Greaves commented that there was a very long list of similar objectives last year and therefore it would be helpful to set aside time for ET to write objectives together. Paul Chrisp expressed concern that the submission timetable would be challenging in relation to the collaborating centres due to the additional work which will be required by the DIT, Comms and HR teams. Jennifer advised that it needed to be an iterative process which everyone needs to engage with, and one which needs to meet the timeframe for approval from the DHSC.

It was agreed that there was insufficient time in ET meetings to fully discuss business plan objectives and therefore some additional sessions were needed.

**ACTION: DC**

John Pegington and Martin Davison presented the financial assumptions to support the business planning process in 2022/23. ET noted that the outcome of the CSR bid is not expected until the end of October, therefore the figures did not include any additional CSR funding.

ET noted the scenario planning assumptions, the known additional pressures and options for bridging the gap, if needed. The level of expected TA income and potential costs of the collaborating centre staff were particular areas of concern however, Martin provided re-assurance that there would be reductions in other areas to off-set the costs.

In terms of the transformation programme, it was queried whether the assumption was sufficient given NICE’s ambitions. ET noted that the significant investment in the transformation unit and strategy team was now included in the baseline as a re-current cost, and agreed it was important not to slow down the transformation programme. The Senior Leader’s Forum on 18 October was largely allocated to reviewing the 2022/23 business planning process and financial assumptions. Further iterations will be brought back to ET during the coming months.

## Mapping external factors affecting delivery of NICE’s strategy (item 6.2)

ET noted the content of the paper with the appendix circulated as background material for the October board strategy away day.

## Review of the meeting (item 7)

No comments.

## Other business (item 8)

**Unison request** – a request has been received from Unison for NICE to formally recognise the difficult year it has been for staff. Nicole Gee agreed to discuss the request further under a verbal item on next week’s ET agenda.

**ACTION: NG**

**Environmental sustainability** – Felix Greaves reported that the Sustainability Steering Group was developing a set of measures of NICE’s environmental impact, as a contribution to COP26 climate change conference.