**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 26 October 2021

## Present

Gill Leng 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

## In attendance

Nick Baillie Acting Programme Director, System Support and Engagement

Kendall Jamieson Gilmore Interim Chief of Staff and Associate Director, Strategy

Alison Liddell Programme Director, DIT Strategy and Governance

Jeanette Kusel Director, Scientific Advice

Joshua Pink Senior Technical Adviser, Centre for Guidelines (item 6.2)

Pilar Pinilla-Dominguez Associate Director, NICE International (item 7.1)

Zoe Garret Senior Scientific Adviser, Scientific Advice (item 7.1)

Deborah Lee Senior Project Manager, Scientific Advice (item 7.1)

Elaine Repton Corporate Governance and Risk Manager (minutes)

**Shadowing**

Benjamin Purchase Senior Scientific Adviser, CHTE

Fatima Chunara Health Technology Assessment Analyst, CHTE

## Apologies (item 1)

1. Apologies for absence were received from Meindert Boysen, Judith Richardson and Alexia Tonnel who were represented by Jeanette Kusel, Nick Baillie and Alison Liddell 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 19 October 2021 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 19 October 2021 were noted as complete or in hand.
2. Jennifer Howells stated that a nominee from the Comms and SEA directorates were still awaited to join the Operational Management Committee.
3. Jane Gizbert confirmed that Lisa Appleyard will be producing a slide for the November board meeting on the high level messages from the reputation research, with a detailed plan for next steps to follow, at a later date.
4. Nicole Gee updated ET on the discussion of the ‘heads up, heads down, heads together’ approach to hybrid working with the Joint Consultative Committee, at which the JCC had requested clearer guidance for managers. ET recognised that this was a cultural shift for NICE and that some managers will require additional support, but HR will be developing guidance, and this was a change towards empowering teams to work in a way that best suits their requirements. Gill Leng will be including a slide at the all-staff meeting on 28 October and in her update to the November board meeting.
5. Jennifer Howells advised that a response had been sent to the DHSC regarding the baseline budget review. It was noted that there was potentially innovation funding available from the OLS which Jennifer was following up.

## Debrief from the October Strategy away day (item 4.1)

ET reflected on the discussions at the board’s strategy away day and the session with the MHRA board, on the previous evening. Kendall Jamieson Gilmore has produced a set of slides on next steps with the strategic priorities which will come to ET next week for review. David Coombs also has summary notes from the MHRA meeting to feed into the discussion.

**ACTION: KJG**

Directors were in agreement that both meetings went very well, and they had welcomed the opportunity to meet face to face as it helped relationship building with the new NEDs. Those who prepared the pre-work materials were thanked as it had really helped provide a good basis for the discussions.

Paul Chrisp raised an observation from his senior team feedback that there is not currently a suitable cross-NICE forum at PD & AD level to progress some of the topics to come out of the strategy discussions, eg topic selection and prioritisation. There was a debate as to where these conversations should take place to enable a shared view of strategic priorities and business plan objectives, as there was insufficient time at ET, and they were not a fit for the Operational Management Committee. There was general support for more ‘thinking time together’ in a workshop style environment. It was queried whether the transformation programme boards could be utilised in a different way to run some non-agenda driven, interactive sessions. Paul Chrisp agreed to discuss this further with Hilary Baker.

**ACTION: PC**

Jennifer Howells added that the Strategy Development Group was meeting tomorrow to discuss strategic priorities and suggested that meeting could be used to think about aligning priorities across the centres and directorates.

In the immediate term there was a requirement to agree the business plan objectives for next year. There is an additional session on 9 December in calendars, and it was also agreed to use the next Senior Leader’s retreat for a discussion. It was agreed to share the board strategy briefing pack with the Senior Leader’s forum at an appropriate point when we were discussing next steps. Kendal Jamieson Gilmore was asked to shape the agenda for the ET and Senior Leader’s retreat on 29 November and bring it to ET for review.

**ACTION: KJG**

## November board meeting (item 4.2)

1. ET reviewed the draft agenda for the November private and public board meetings. It was agreed to present the strategic priorities – next steps as a separate report from the CEO update. A draft paper will come to ET next week for review ahead of the board. It will summarise the recent discussions with high level emerging themes and priorities at this stage with more worked through proposals to be presented to board in January.

**ACTION: JH/KJG/GL**

1. Jennifer Howells agreed to respond to the board’s request for information on the financial position, reserves and contingencies, by including slides in the CEO update.

**ACTION: JH**

1. The deadline for board papers was 26 October but some papers require review at ET next week. David Coombs to be advised that some papers will be after the deadline.

**ACTION: ER**

## Hot topics (item 5.1)

1. **Consultancy and contingent labour spend controls** - ET was advised that the Cabinet Office was implementing new spend controls on consultancy & professional services and contingent labour. Jennifer Howells will be updating the Operational Management Committee at its first meeting on 1 November on the revised delegated control limits to be aware of for contract extensions and new procurements.
2. **All staff event** – Nicole Gee sought views on whether the event should go ahead as planned given the rising number of COVID cases nationally and the increasing press coverage suggesting a re-introduction of mandatory mask wearing and working from home where possible. It was agreed that the sensible option was to keep a watching brief for the time being and follow Government advice. There was a concern that staff who have already signed up for the event decide to withdraw nearer the date if cases continue to rise, and the event therefore becomes unviable. It was agreed to give an update at the all-staff meeting on 28 October confirming that planning is going ahead unless Government advice on holding large events changes, and that we will ask attendees to take a COVID test the night before the event.

**ACTION: NG/GL**

##  Business case: the approach to a timelines planning tool (item 6.1)

Alison Liddell presented a business case for purchasing new tooling to support all guidance and advice production timelines, enabling a move away from multiple legacy systems to one central collaboration tool. It was recommended that the ClickUp Application Programming Interface (API) be procured to create opportunities to re-use timeline data for different audiences, including presentations on the NICE website, as well as generating management information reports and greater efficiencies for teams.

The financial investment required was outlined in the paper along with some current limitations, notably the lack of a re-scheduling function, which the developers have advised they are working on and is expected to be available in January 2022, and accessibility issues which will impact approx. five members of staff.

ET discussed the benefits of investing in ClickUp now against waiting for the digital workplace programme phases to be delivered, and then revisit the timeline management problem through new solution options available from the MS Office 365 tooling. Given the time taken to reach the point of recommending a potential solution, and the fact that the guidance producing teams are very keen to improve the timelines management process, it was agreed to proceed as recommended in the paper. ET acknowledged that using a SaaS product such as ClickUp means buying licences therefore NICE can commit to it for as long as necessary, until such time as other in-house products are available.

In terms of the implementation scope, Alison Liddell agreed to take a paper to the Operational Management Committee to discuss the timing and plans for a preferred roll out to all teams simultaneously rather than a phased approach. Jennifer Howells queried the benefits realisation which need to be identified to be able to show best value for money. Alison Liddell agreed to work with the Transformation Team to ensure there is an active support programme to ensure the benefits of this new tool are realised.

**ACTION: AL**

##  Update on developing NICE guidelines: the manual (item 6.2)

ET reviewed a draft paper for the November board meeting proposing a public consultation in 2021/22 on phase 1 of planned changes and updates to the developing NICE guidelines manual, which will lay the foundations for the phase 2 more substantive changes that will be introduced alongside the redesign of the Centre’s operating model in 2022/23.

ET considered the requirement for the board to review the whole guidelines manual as opposed to the updated sections, and whether the extent of the changes requested in phase 1 required public consultation. It was agreed that the paper to the November board meeting be amended to seek approval of the key changes by the board, without consultation, on the basis that wider consultation will take place next year following a more substantial review of the manual.

**ACTION: PC**

Jane Gizbert highlighted two minor amendments and Jennifer Howells requested that a member of the Resource Impact Assessment team be invited to join the review group.

## NICE International Strategy (item 7.1)

ET reviewed the updated strategy for NICE International ahead of its presentation to the November board meeting. ET felt the NICE International Strategy document should have a text-based Word version for the November board meeting and a shorter designed version for external audiences.

**ACTION: JK/PPD**

The terms of reference for the external advisory group were also reviewed. ET queried whether round table events would work better if the group was planning to meet six monthly particularly if there is turnover of the stakeholder nominees. It was suggested that consideration be given to a smaller core group meeting more regularly to help with relationship building, and let it decide who the external invites should be to the larger events.

**ACTION: PPD/ZG**

## Guideline development centre contracts (item 7.2)

Paul Chrisp updated ET on progress with the planning for the integration of staff from the collaborating centres into NICE. Hilary Baker has now produced a project masterplan with input from Nicole Gee and discussions have taken place with HR to backfill roles where additional capacity has been agreed. Expressions of interest for an Associate Director have been requested. Paul is chairing the weekly project board meetings and has requested an overall timeline and critical path between now and 31 March 2022, aligned to business planning.

It was noted that DIT capacity to support the project was still under discussion in terms of procuring additional capacity and laptops.

## Integrated Care Systems roundtable events (item 7.3)

Nick Baillie presented the key messages from the two integrated care system roundtable events held on 7 & 8 October and sought ET approval of the proposed next steps to develop a plan setting out the partners NICE will collaborate with on joint approaches and a set of actions to be taken forward by the Health Sector Oversight Group chaired by Annie Coppel.

Reference was made to the priorities shared by NHS England at the board strategy meeting and how NICE could align its work on a prioritised guideline portfolio, with digitisation and structuring of guidance to help support the NHS and ICSs.

It was requested that the Field Team plan for how they are going to engage with the ICSs, including identifying a leading, ‘vanguard’ ICSs in their area from April 2022, and look to try to have a place at the Regional Oversight Boards. Nick Baillie was asked to feedback to the Field Team.

**ACTION: NB**

## Review of the meeting (item 8)

No comments made.

## Other business (item 9)

**The NHS national overprescribing review report** – Paul Chrisp advised that Dr Keith Ridge had requested NICE’s involvement in the next stage of the review following publication of the review report. Paul will be joining the Oversight Group and Eric Power will be joining one of the working groups. NICE has been asked to provide a response to one of the report’s recommendations by mid-November. It was agreed that Paul and Kendall meet separately to co-ordinate NICE’s response.

**ACTION: PC/KJG**

1. **Meeting with NHS England/Improvement** – Felix Greaves suggested that ET colleagues attending the meeting with Tim Ferris on 1 December should meet beforehand to prep. It was agreed that Clare Langan be asked to find a date for a short pre-meet.

**ACTION: FG/CL**

1. **The Platinum Jubilee Commemorative Album** – NICE had been invited to sponsor a two page in the platinum jubilee pageant commemorative album with information about NICE, being organised by St James House. It was agreed to decline the invite. Gill Leng agreed to respond.

**ACTION: GL**

1. **Lead Economist** – ET were asked their views on having a lead economist for NICE, along the lines of the patient safety lead. There was general agreement that the role would be helpful. Gill Leng agreed to discuss it further with Nicole Gee.

**ACTION: GL/NG**

1. **Forward plan of face to face ET meetings** – It was confirmed that the timetable of face to face ET meetings has been agreed. Kendall was asked to check with Clare Langan that calendar invites have been sent.

**ACTION: KJG**