**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 29 November 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

Judith Richardson Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

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

Jenniffer Prescott Programme Director, HTA Process and Operations

Stephanie Callaghan Senior Manager, Horizon Scanning (for item 5.1)

Lori Farrer Associate Director, Topic Selection (for item 5.1)

James Fitton Acting Senior Management Accountant (for item 5.1)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Meindert Boysen who was represented by Jenniffer Prescott.

## 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 23 November 2021 were agreed as a correct record subject to the following amendments:

Minute 11 to read: Jennifer Howells confirmed that an adjustment to TA/HST charging to take account of inflationary pressures probably would not require a consultation but a move to a tiered charging structure would.

Minute 23 to read: This should also include resource requirements and the interdependencies with other teams. The high-level milestones can be confirmed at a later date.

Minute 13 to read: It was agreed that Nick Baillie and Judith Richardson be asked to produce a short briefing note for ET and to redraft the NICE/CQC board meeting format for agreement with Ian Trenholm’s office.

## Matters arising (item 3.2)

1. The actions from the meeting held on 23 November 2021 were noted as complete or in hand.
2. Jennifer Howells advised that she had not yet met with Jeanette Kusel to discuss next steps with TA/HST charging in terms of inflationary increases and a move to a tiered approach. ET noted the paper later on the agenda giving a retrospective overview of charging to date.
3. Judith Richardson agreed to amend the main agenda items for the NICE & CQC board to board meeting to ‘quality improvement’ and digital health, to ensure the agenda topics are of mutual interest.

## Hot topics (item 4.1)

**Board and senior management update** – Gill Leng advised that the chairman is still unavailable and will not be attending the board strategy meeting on 6 December. Mark Chakravarty will chair the meeting. It was agreed to discuss the strategic priorities, followed by the methods and process review. Jennifer Howells reported that she will be updating the strategic priority slides following the ET and SLF retreat. These will be circulated to the board on Friday 3 December and to Gill Leng beforehand for sign off.

Nicole Gee confirmed that the CEO interviews were progressing as planned and there will be a meeting of the NEDs next week to approve the recommendation of the interview panel, subject to Secretary of State approval.

## Impact of TA and HST charging regime (item 5.1)

1. ET reviewed a draft paper for the January board meeting detailing a retrospective, internal review of charges for technology appraisals (TA) and highly specialised technologies (HST) for the period 1 April 2019 to 31 March 2021. The paper will also be shared with the DHSC at the next QAM meeting however the sponsor team have previously had sight of the detail.
2. Jennifer Howells confirmed that the work to consider inflationary price increases has been deferred and will come to ET at a later date. ET asked that ideally the paper should be considered alongside the paper looking at a potential change to the charging structure and taking account of any changes that might be required as a result of the methods and process review.
3. Jennifer Howells referred to tables 1 and 2 in the paper which showed that the current cost recovery position was not where it needed to be and that further work was required to understand how much the capacity challenges and additional TA work that has not been charged for, is contributing to the under recovery. Clarity was needed for next year’s financial planning.
4. ET requested that the paper be re-framed in the context of charging has worked well in practice, in that companies have paid for their appraisals, however the income has not been sufficient to recover all of NICE’s costs for various reasons, and that this needed to be reflected, and also to define what the next steps are to address this. The team was also asked to clarify the framing of the paper, and what impact was being assessed.

**ACTION: JP/SC**

## NICE and international and leadership (item 6.1)

ET considered who was best placed to take the lead on NICE’s work internationally for an interim period until an appointment is made to the new Director of Engagement role. Judith Richardson agreed to discuss this further with Felix Greaves and arrange an initial meeting with Pilar Pinilla-Dominguez, Nick Crabb and others involved in international work, as a starting point.

**ACTION: JR/FG**

## Guideline development centre contracts (item 6.2)

Paul Chrisp gave a progress update on the work of the project oversight board which now has representation from the RCOG and RCP and the operational working groups which have NGC and NGA representation. It was noted that laptops have been ordered and an IT project manager is in the process of being recruited. Jennifer Howells reminded ET of the need for their teams to comply with Standing Financial Instructions when they are committing expenditure.

The HR due diligence work is underway and expected to be completed by the end of the week. Nicole Gee requested sight of a critical path at the project oversight board so there is clarity over responsibilities at each stage of the project plan. Paul Chrisp and Nicole Gee agreed to discuss this separately to agree where the HR team needs to input into the process.

**ACTION: PC/NG**

## Review of the meeting (item 7)

A shorter agenda was welcomed.

## Other business (item 8)

**National Clinical Audit – Patient Outcomes Programme** (NCAPOP) – Judith Richardson advised ET that NHSE/I is currently putting together the tender specification for the programme and have alerted NICE to this. It was agreed that this was strategically a good fit for NICE and asked Judith to arrange an initial meeting with Jennifer Howells and Felix Greaves to discuss it further.

**ACTION: JR/JH/FG**