**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 20 September 2022

## Present

Sam Roberts Chief Executive (chair)

Gail Allsopp Interim Chief Medical Officer

Mark Chapman Interim Director, Medical Technologies and Digital Evaluation

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Helen Knight Acting Interim Director, Medicines Evaluation

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

David Coombs Associate Director, Corporate office (items 4 and 5)

Eileen Platt Head of HR Operations and Resourcing (item 6)

Nicky Tyson OD and EDI Consultant, HR (item 7)

Chris Carson Programme Director, Centre for Guidelines (item 8)

Elaine Repton Corporate Governance and Risk Manager (minutes)

Maria Pitan Project Manager, Corporate office (shadowing cohort)

Summaya Mohammad HTA Analyst, Technology Appraisals (shadowing cohort)

## Apologies (item 1)

1. Apologies for absence were received from Hilary Baker.

## Declarations of interest (item 2)

1. The previously declared interests were noted and there were no new declarations.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 6 September 2022 were agreed as a correct record.

**Review of the actions (item 3.2)**

1. The actions from the meeting on 6 September 2022 were noted as complete.
2. ET noted that the HR team posted a blog on 16 September advising the consultations with the current home-based staff were nearing completion and hoped to be concluded by the end of September, at which point the hybrid working discussions would begin. Directors stated that there were still queries from some of the ‘red circled’ individuals that needed a response from HR. It was agreed to discuss these issues later on the agenda when Eileen Platt joins the meeting.
3. Alexia Tonnel requested that January 2023 would be her preference for taking an update paper on the digital workplace programme to the board. David Coombs was asked to add it to the board planner.

**ACTION: DC**

**September board meeting (item 4)**

1. ET discussed the arrangements for the private board meeting on 22 September 2022. ET agreed who will be presenting each item and discussed where there is expected to be queries raised.
2. Reference was made to the July board development session. ET agreed that they would like a further session with the facilitator, plus another joint session with the non-execs and then a session with the SLF. Sam Roberts agreed to speak with the chairman to discuss next steps.

**ACTION: SR**

1. David Coombs confirmed arrangements for the public board meeting and advised ET of the stakeholders who had registered for the meeting. The staff network chairs will be attending the meetings and over lunch for introductions with the non-execs.

## Integrated performance report (item 4.1)

1. The IPR was reviewed ahead of the board meeting. Jennifer Howells stated that she would explain the financial position and NICE’s response to the recent commission from DHSC, during the morning session. Jane Gizbert queried whether the KPI for the ‘proportion of NICE-generated news with one key message’ was the correct measure. It was agreed to retain the indicator in the report as it had been agreed as part of the business plan, but to consider later in the year whether it sufficiently reflects NICE’s work.

**ACTION: JG**

1. ET discussed the ‘people’ indicators, specifically turnover, sickness levels and the vacancy rate which have all increased since the start of the year. Turnover and the reasons for turnover were discussed. ET noted that the rate appeared to be higher in the support teams (DIT, Comms and FST), mainly due to staff leaving for promotions elsewhere. Sam circulated the turnover trend data for the last 12 months which she had requested from HR. Directors were asked to have an understanding of the trend trajectory in their own teams and question whether exit interviews were taking place, and if so, whether the feedback could be shared.

**ACTION: All**

**Policy on declaring and managing interests for advisory committees (item 5)**

1. David Coombs sought approval of updates to the policy on declaring and managing interests for advisory committees. The guidance teams and PIP had been involved in the review and consulted teams were happy with the proposals. The suggested amendments did not affect the interests that people can hold, and therefore the board chairman had agreed that ET could approve the final version of the policy.
2. The material change was to require individuals to declare all paid employment in a role relevant or potentially relevant to the committee including in the health and social care sector or commercial sector. The implementation date will be 1 October 2022 for all newly appointed committee members. Existing members will be asked to make any additional relevant declarations at the point of their next annual renewal. David Coombs was asked to think about how to ensure staff are aware of the policy and how this relates to the staff policy.

**ACTION: DC**

## Homebased and hybrid working (item 6)

1. Eileen Platt joined the meeting to give ET an update on the consultations with the 67 ‘red circled’ homebased staff. Following further queries and feedback, the HR team was in the process of organising a final meeting with the staff to answer questions and hopefully conclude the consultations with the aim of issuing letters amending contracts at the end of September.
2. Directors with staff who still have queries shared the feedback they have been hearing. The issues related to moving house and potential additional travel costs, and applying for promotions. The HR team will respond at the next meeting and Sam Roberts will also attend, diary allowing.
3. Eileen advised that some tax related questions have also been raised which she has referred to Boryana Stambolova for clarification. Eileen was asked to email ET with details of all the outstanding queries and the date for the final meeting.

**ACTION: EP**

## Directorate EDI action plans (item 7)

1. Each Director shared feedback from their discussions with ET colleagues and external contacts which have been taking place to help shape their directorate EDI action plan. Some initiatives were being launched whilst others were still in the discussion stages.
2. ET further discussed the NICE-wide proposals to have an advisor to ET, a sponsorship scheme and reciprocal mentoring. It was agreed that the future monthly EDI discussion will focus on changes since the last meeting, updated metrics and achievements, rather than plans.

## Integrating Technology Appraisals within guidelines (item 8)

1. Chris Carson presented slides outlining NICE’s ambition to provide dynamic living guidelines which incorporate the latest evidence of effectiveness and cost-effectiveness and include newly recommended technologies. ET recognised that to achieve this there needs to be collaboration and a consistent approach across NICE’s guideline and TA programmes to align processes and methods to be able to rapidly incorporate TAs into clinical pathways.
2. There was a detailed discussion of what needs to change, what the impact might be for the funding requirement for a TA, legal and regulatory compliance issues, and whether this work could be extended beyond medicines to incorporate medtech into guidelines. It was agreed that in order to make progress a high-level task and finish group be established comprising Paul Chrisp, Helen Knight and Mark Chapman (with clinical support from Gail Allsopp if required), to define a set of principles from which to pilot an approach in two live guideline updates – T2D and osteoporosis. ET asked to be updated bi-monthly going forward.

**ACTION: PC/HK/MC**

## Operational Management Committee (item 9)

1. The minutes and actions from the meetings held on 5 and 12 September 2022 were noted. Jennifer drew ET’s attention to the forward agenda planner and encouraged ET to raise any issues with their teams and OMC reps for discussion at a future meeting.

## Other business (item 10)

**Business planning timetable** – It was confirmed that the business planning discussions will begin at the board strategy day in October, followed by discussions at ET from November onwards.