**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 1 November 2022

## Present

Sam Roberts Chief Executive (chair)

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

Helen Knight Acting Interim Director, Medicines Evaluation

Judith Richardson Interim Director, Health and Social Care

Boryana Stambolova Director, Finance

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Portia Dodds Project Services Co-ordinator, CHTE (item 5)

Eleanor Donegan Technical Adviser, CHTE (item 5)

Nicky Tyson OD and EDI Consultant, HR team (item 5)

Koonal Shah Associate Director, SP&R team, SEA (item 6)

Juliet Kenny Scientific Advisor, SP&R team, SEA (item 6)

Li Fang Clinical Fellow (item 6)

Nick Baillie Programme Director (item 7)

Eileen Platt Head of HR Operations and Resources (item 8)

Elaine Repton Corporate Governance and Risk Manager (minutes)

**Guest**

Suzanne Tang Public Health Registrar (item 7)

## Apologies (item 1)

1. There were no apologies for absence.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 18 October 2022 were agreed as a correct record.

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

1. The actions from the meeting on 18 October 2022 were reviewed and the following matters arising were discussed:
2. **Minute 13** – Boryana Stambolova had circulated a schedule of the business case submissions to utilise the forecast underspend. The total forecast spend on the 17 projects listed was £1.9m until 31 March 2023, of which 70% (approx £1.3m) is planned to be spent during Q4. The actual expenditure at 30 September was £160k. The table had been RAG rated with the finance and commercial team’s assessment of the maturity of the project in terms of procurement and likely spend. Boryana agreed to speak with ET members individually regarding the progress of spend.

**Minute 17 & 19** – A further paper on maintaining the living COVID guideline including the MTA and STA will be presented to ET next week.

1. **Minute 22** – Paul Chrisp confirmed a final meeting of the GRIP had taken place and assurances were given to the panel members that a re-focussed group would be established and their views would be taken into account in how it will operate going forward.

**October board strategy away day (item 4)**

1. ET reflected on the board strategy day and noted the next steps. The key outcomes were being summarised in a paper by Dani Mason which will be shared with the board members. It was queried whether the key messages from the board will form the basis of ET’s strategic planning session.
2. Sam Roberts confirmed that she was working on a separate paper with Kendall Jamieson Gilmore for the ET strategic planning day on 15 November, which will be circulated in advance of the meeting.
3. It was noted that the ‘in person’ informal ET meeting planned for 8 November may be affected by rail strikes planned for 7 & 9 November. David Coombs was asked to look at whether the arrangements will need to be changed.

**EDI focus on recruitment (item 5)**

1. ET received an update on the EDI KPIs and an update on activities during October by directorate. Members of the DAWN staff network joined the meeting. The theme this month was recruitment.
2. Nicky Tyson introduced proposals for improving recruitment process and practice, focussing on four key areas:
* developing and improving diverse recruitment panels
* supporting hiring managers with high quality recruitment training
* building in greater hiring manager accountability for recruitment decisions and candidate feedback
* achieving a healthy balance of internal / external appointments
1. The proposal was to provide additional 180 training places to hiring managers between November - March 2023 to support the changes. Following a debate of the proposal to launch a NICE-wide engagement campaign to expand the pool of available panelists to achieve more diverse interview panels, with the support of REN, ET proposed that:
* from November it will be mandatory for all band 7 plus roles, to have a diverse panel which includes one Black, Asian and minority ethnic panellist
* from November, the pool of available panelists is opened to staff at all levels, not limited to band 7 and above.
1. The inclusion of other diversities in the pool of available interview panelists, will be the next phase of the work.
2. ET agreed that the revised proposals be shared with the NEDG group for consideration and, subject to its support, be communicated to staff at the all-staff meeting on 15 November, where four ET members will be invited to talk about the work that is happening in their directorate to support the four bullet points highlighted above.

**ACTION: NT / All**

## Environmental sustainability strategy (item 6)

1. Felix Greaves introduced a draft strategy for NICE’s future work on environmental sustainability which provided clarity on how NICE can include environmental impact data in guidance to reduce the carbon footprint of health and care. It described how this work should be aligned to NICE’s wider organisational transformation programme to really add value to the patient, system and planetary benefits associated with NICE’s outputs.
2. ET welcomed the report and supported the proposed way forward set out in para 26, but asked for further work on the paper to better understand:
* the full portfolio of activities that need to be considered
* consider how the work can link with guidelines and a focus on reducing unnecessary care
* what are the high impact issues that are implementable
* whether the next steps could be tested with partners (eg Nick Watts and MHRA) to share the proposals and seek their thoughts
1. It was confirmed that that this work should not focus on re-visiting the funding mandate applicable to TA guidance. It was also noted that the paper should be deferred if it was not possible to address all of ET’s points in time for the December board meeting.

**ACTION: FG/KS/JK**

# Review of NICE guidance support products (item 7)

1. Suzanne Tang joined the meeting to present an overview of guidance implementation support products and asked ET to agree the future approach to implementation in the context of Digital Living Guidelines and think about where resources can be best placed for maximum impact across the system.
2. The review highlighted the importance of having an evidence-informed implementation approach with products that align with this, and also highlighted the value of personal interactions with users in supporting implementation of NICE guidance, for example through the field team.
3. ET agreed that whilst shared learning examples were no longer produced, they had shown to be of value, and therefore should be taken forward but in a different, less resource intensive manner for NICE.
4. In terms of next steps, ET supported a broader exploration of implementation approaches aligned to Digital Living Guidelines, involving international DLG producers, national stakeholders, and local end users, to inform the next stage of this work. This paper should also be shared with the Director of Implementation when they take up the role in December.

**ACTION: JR/NB**

# Hybrid working – communication and engagement plans (item 8)

1. ET discussed the plans for engaging with all staff on the proposed new employment contracts that will be available at NICE to support hybrid working.
2. The timescale for the engagement plan was queried in light of other activities underway and the staff survey about to be launched, however on balance, it was agreed to progress the engagement as staff have raised concerns about the delay whilst the contracts for the existing homebased staff were resolved.
3. It was agreed that Eileen Platt would come back to ET next week with an update on hybrid working timetable, a table detailing all the current HR activities involving staff engagement/participation and confirmation of the materials that will be going out to staff.

**ACTION: EP**

## Operational Management Committee (item 9)

1. The minutes and actions from the meeting held on 24 October 2022 were noted.

## Other business (item 10)

**DIT business case (item 10.1)**

Alexia requested that business case for DIT strategy work be added to the agenda for the informal ET on 8 November as the next formal meeting on 22 November would be too much of a delay. It was agreed that the item be added for next week and Elaine Repton would attend the start of the meeting to note any formal decisions.

**Competition and Markets Authority (item 10.2)**

It was noted that the Competition and Markets Authority had requested NICE’s input in relation to a medicine which is specifically referenced in an epilepsy guideline. It was agreed that Boryana would discuss the issue separately with Helen Knight and Ian Watson and send an email advising ET of the full details.

**ACTION: BS & HK**

**Christmas parties (item 10.3)**

It was queried whether there were going to be staff Christmas parties arranged this year. Mark Chapman and Felix Greaves agreed to work with the staff social committee and liaise the facilities team to discuss whether it will be possible to get people together, either within the offices or an external venue, and to explore options to fund the events.

**ACTION: MC & FG**

**Virtual wards (10.4)**

Felix Greaves agreed to email ET separately with an update on virtual wards.

**ACTION: FG**