**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 10 January 2023

## Present

Mark Chapman (chair) Interim Director, Medical Technologies and Digital Evaluation

Jonathan Benger Chief Medical Officer

Helen Brown Chief People Officer

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Helen Knight Director, Medicines Evaluation

Naomi Lee Head of Organisational Transformation

Clare Morgan Director, Implementation and Partnerships

Boryana Stambolova Interim Director, Finance

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Jean Bennie Senior Technical Analyst, Health & Social Care (item 4)

Kathryn Birds Co-ordinator, Leadership and Engagement, H&SC (item 4)

Jeremy Dietz Senior Technical Analyst, Centre for Guidelines (item 4)

Portia Dodds Project Services Co-ordinator, Managed Access, CHTE (item 4)

Geoff Ellison-Roberts Project Manager, Transformation Team, FCC (item 4)

Stevie Okoro Technical Analyst, Commercial Risk, CHTE (item 4)

Nicola Tyson OD and EDI Consultant, HR Team (items 4 & 8)

David Coombs Associate Director, Corporate Office (items 5 & 6)

Brad Groves Director, Scientific Advice (item 8)

Deborah Collis Associate Director, Implementation (item 8)

Alison Liddell Programme Director, DIT strategy and governance (item 8)

Elaine Repton Corporate Governance and Risk Manager, FCC (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Sam Roberts. Mark Chapman was the chair for the meeting.

## Declarations of interest (item 2)

1. The previously declared interests were noted. Jonathan Benger and Helen Brown to confirm their interests for adding to the register.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 20 December 2022 were agreed as a correct record.

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

1. The actions were reviewed. The following actions were discussed:
2. **Hybrid working** – the engagement plan is now being rolled out and ET members have been allocated to attend a staff engagement session. All the dates are on NICE Space. Paul Chrisp gave feedback from the first session which he attended, supported by Eileen Platt and Nicky Evans. The discussion was positive, focussing on the four contract types.
3. **Guiding coalitions** – ET leads have agreed their core team membership and provided Naomi with the details. Naomi will now confirm dates with ET for the facilitated workshops at the end of January.
4. **Crowdsourcing** – Hilary Baker to provide ET with an update on crowdsourcing and next steps on 17 January.

## Equality, Diversity and Inclusion update (item 4)

1. Mark Chapman welcomed the staff network chairs and members to the meeting.
2. Nicky Tyson gave an overview of the EDI action plan priorities for January to March including the launch of a new reciprocal mentoring scheme, further developing the coaching and mentoring offer, reviewing the meeting shadowing scheme and launching a new women in leadership workstream. ET members were asked to help promote all the initiatives to staff and to be involved in workshops where they can.
3. ET discussed the theme of priority 2 which was connecting and building trust, which indicated there has previously been a lack of trust, which needs addressing. It was agreed that the results of the staff survey may give some insight to this. Nicky confirmed a first cut of the results will be made available to HR this week.
4. The staff network reps queried the purpose of the women in leadership workstream as there are already a significant number of female ET, senior manager and board members. Nicky advised that this work will support the gender pay gap and the work on ‘growing talent’ to try and reach women at all grades within NICE, not just ADs and PDs, and to overcome barriers around race, disability and LGBT+ issues. There was a plea for the two planned events to be hybrid rather than in person. Whilst the accessibility issue was recognised, for the specific activities, it was noted that both events will be in person to ensure the maximum participation and outputs.
5. Geoff Ellison Roberts and Jeremy Dietz gave an update on the work of NICE and Proud and shared the network’s top 12 priorities. Jeremy was asked to circulate NAP’s priority slides to ET for information. It was also requested that NICE be asked to consider installing gender neutral toilets in City Tower, similar to those in Redman Place.
6. Portia Dodds and Kathryn Birds also shared the priority initiatives for the DAWN network and requested an ET sponsor to replace Gail Allsopp. Jonathan Benger agreed to be the DAWN ET sponsor.
7. ET noted the disability history month had received overwhelming support from staff, and that the NHS disability summit in September had given the network lots of ideas to work on.
8. It was requested that the video the events team is planning on making for the all staff event, so they can find their way around the venue, and for the event itself, to include sub-titles. Jane Gizbert was asked to look into whether this would be possible.

**ACTION: JG**

## December board meeting (item 5)

1. David Coombs asked ET to review and confirm their actions from the December board meetings and send him their progress updates in time for the March meeting.
2. The March board agenda was already looking very full therefore Sam Roberts has been asked for a view on the priorities for the meeting. David agreed to circulate the board planner for ET to consider whether any papers could be deferred.

**ACTION: DC**

1. ET discussed the proposed approach to reporting back to the board on the business priorities so that there is consistency from the four programme boards in terms of format and level of detail. Naomi Lee advised that she has had an initial discussion with the Chairman and will follow this up with Sam Roberts to confirm the message and then come back to the project boards.

**Strategic risks (item 6)**

1. ET reviewed the latest iteration of the strategic risk register and agreed to complete the outstanding mitigations, scores and actions by Friday, for submission to the audit and risk committee next week.

**ACTION: All**

1. It was noted that following the board’s direction that the risks should be more outward facing, the ‘impact’ definitions in the scoring matrix now needed to be updated.

**ACTION: ER**

1. Mark Chapman also raised a point about ET collaboration spaces as documents are being saved in various folders making collaboration difficult. Elaine Repton agreed to use the risk management teams channel for the two corporate risk registers. Other document spaces will be reviewed.

**ACTION: DC/ER**

## Integrating technology appraisals (TAs) within guidelines (item 7)

1. ET noted the establishment of the TA Integration task and finish group which will be time-limited for 12 months to support the work to align the methods and processes of TAs and guidelines as closely as possible. It will link to the work in the ‘golden bars’.

## Freedom to Speak Up Guardians (item 8)

1. Alison Liddell presented an overview of the Freedom to Speak Up Guardian’s role, which updated ET on their casework over the last 12 months and the lessons learned from their experience. The slides detailed how they intend to develop the role further by linking in with the staff networks to consider the breadth of diversity and to propose a FTSU ambassador role. Alison noted that the FTSU guardians were keen to promote the role as a positive contributor to a culture of openness where speaking up is encouraged.
2. ET discussed the dominant themes which have been raised by staff and how these will be addressed through working with the staff networks and having early notification of key policy updates and any management of change exercises.
3. ET also discussed the proposal to nominate FTSU ambassadors who would be more diverse representatives of the staff, to support the guardians. There was a concern that the NICE guardians are very senior managers, which could be off putting for some colleagues to approach, whereas in some hospitals the role can be band 6. There was also a concern that only having diversity amongst the ambassadors could send the wrong message; the diversity of the Guardian needs to be addressed. The issue of whether staff choose to speak to a guardian as opposed to a TU rep was also considered.
4. ET supported the proposal to invite expressions of interest from staff to become a FTSU ambassador and to provide training based on the National Guardian’s Office model and launch the ambassador role in April 2023.

**ACTION: AL/BG/DC**

# Operational Management Committee (item 9)

1. ET noted the minutes of the OMC meeting held on 19 December 2022.

## Other business (item 10)

No further items were raised.