**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 14 March 2023

## Present

Sam Roberts Chief Executive (chair)

Jonathan Benger Chief Medical Officer

Helen Brown Chief People Officer

Mark Chapman Interim Director, Medical Technologies and Digital Evaluation

Paul Chrisp Director, Centre for Guidelines

Felix Greaves Director, Science, Evidence and Analytics

Helen Knight Director, Medicines Evaluation

Clare Morgan Director, Implementation and Partnerships

Boryana Stambolova Interim Director, Finance

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Danielle Mason Associate Director, Communications

Kathryn Birds Co-ordinator, Leadership and Engagement, H&SC (item 5)

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

Geoff Ellison-Roberts Project Manager, Transformation Team (item 5)

Nicola Tyson OD and EDI Consultant, HR Team (item 5)

Martin Davison Associate Director, Finance (item 6)

Hilary Baker Programme Director, Transformation (items 7 & 8)

Kendall Jamieson Gilmore Associate Director, Strategy (item 8)

David Coombs Associate Director, Corporate office (item 7 & 9)

Lynn Woodward Project Manager, Corporate office (item 9)

Elaine Repton Corporate Governance & Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Jane Gizbert.

## Declarations of interest (item 2)

1. The previously declared interests were noted. There were no new interests for adding to the register.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 14 February 2023 were agreed as a correct record.

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

1. The actions were reviewed, and the following updates discussed:
2. **UK Pharmascan** – This action is to remain open until confirmation of funding for the IT system upgrade work is received.
3. **Routine evaluation and payment framework for antimicrobials** – A further paper will come back to ET to respond to the queries raised.
4. **People data** – ET requested the turnover data that was being sent to each director to be re-instated, and for consideration to be given to providing turnover by protected characteristic and to setting different turnover targets for different teams rather than a having a NICE-wide KPI.

**ACTION: HB**

1. **Fixed term, part-time and temporary working principles** – Helen Brown was reviewing the three draft policies to ensure they were aligned.

## People update (item 4)

## KPIs (item 4.1)

1. The latest people KPIs were reviewed. ET requested that the turnover KPI should be revised as it was still the same as the pre-COVID figure. Helen Brown was also asked to include an update on talent management plans in her April report.

**ACTION: HB**

## Values (item 4.2)

1. ET considered revised ‘values’ for inclusion in the 3-5 year transformation plan. The feedback was that the values looked slightly ‘watered down’ and a bolder form of words was preferred. It was agreed that Sam Roberts would work with the Comms and HR team to suggest more powerful wording.

**ACTION: SR**

1. There was a discussion about what being ‘excellent’ means within NICE as it’s been internalised over the years. It was agreed that Helen Brown and Jonathan Benger lead a session at the all-staff event on what excellent means to NICE.

**ACTION: HB/JB**

## Hybrid working (item 4.3)

1. Helen Brown shared the themes which have been raised in the hybrid working sessions with staff. The issue of HCAS was still raising questions and concerns for some teams. ET agreed that absolute clarity was needed for managers, particularly on the payment of HCAS and office attendance.

**ACTION: HB**

## Equality, diversity and inclusion (item 5)

# KPIs (item 5.1)

1. Nicky Tyson gave an update on performance against the EDI targets.
2. It was noted that the sexual orientation disclosure rate was not improving despite a different approach having been taken. It was queried whether the figures were based on data within ESR or feedback from the staff survey? Nicky Tyson agreed to ask the question and provide an update next time.
3. ET also queried what the KPI percentage targets actually equated to in terms of numbers of staff. Nicky agreed to include figures and percentage in next month’s data.

**ACTION: NT**

# Protected time for staff network chairs (item 5.2)

1. A proposal to formalise ‘protected time’ for the staff network chairs was supported by ET on the basis of a half day per week, or two days per month (pro-rata), and for chairs to discuss their requirements with their line manager. In view of the number of meetings which chairs are asked to attend, it was agreed that vice chairs can deputise where both the chair and vice chair were not required, as this would help to spread the commitments.
2. The agreement to introduce protected time for network chairs will require an amendment being made to the time-off work policy.

**ACTION: HB**

## DAWN update (item 5.3)

1. Eleanor Donnegan gave an update against the DAWN work plan. The request for a calm and quiet space in the Manchester office was being discussed with the facilities team. Helen Brown was asked to speak with Alan Smith to progress the request.

**ACTION: HB**

1. The DAWN group asked what had happened with the mental health first aiders, and whether the NICE thank you cards are still in use as they seem to have been removed from NICE Space. Kathryn Birds also mentioned that some corporate policies need to be reviewed from a disability viewpoint. Helen Brown confirmed that mental health first aiders will be included in next year’s business planning for HR as part of the stress management proposals.

**Finance and commercial (item 6)**

# Financial position at M11 (item 6.1)

1. ET reviewed the month 11 financial position. In summary, Boryana Stambolova reported that of the £2.8m requested for investments, £1.8m had been committed in 5 months showing good progress. The income position was ahead of budget due to over performance in NICE Scientific Advice which has off-set the under recovery on TA income; this was due to NICE not recovering all the non-GIA revenue costs.

## 2023/24 budget setting

1. Martin Davison presented the 2023/24 budget setting assumptions for discussion. It was agreed to provide ET members with their detailed spreadsheets and have a further discussion next week of three directorates, including finance.

**ACTION: MD**

# Commercial (item 6.2)

1. Boryana Stambolova gave an update on progress against the commercial improvement framework and requested directors to check the list of contract managers to ensure it was up to date, and that all those who should be trained were attending one of the external or in-house sessions.

## Risk and performance (item 7)

## Strategic risk register (item 7.1)

1. ET agreed updates to the strategic risks, including indicative timelines for planned actions, as requested by the audit and risk committee.

## Risk ‘deep dive’ – Transformation (item 7.2)

1. Hilary Baker introduced the deep dive risk topic which was the inability to deliver NICE’s ambitious transformation programme due to limited capacity. ET discussed where NICE was on ‘Kotter’s 8 stage process for leading change’ and considered what is expected of senior team members to lead change and what else needed to be done to communicate the sense of urgency to really start making change happen. It was agreed that empowering the 150+ people who were engaged in the crowdsourcing and the golden bar coalitions, was essential to maintain the enthusiasm.
2. Directors were asked to share the slides with their SROs and think about how they will cascade the communications through their teams, and to ask for support from Hilary and Naomi Lee if they need it.

## Business planning and transformation (item 8)

## 3 – 5 year Transformation plan (item 8.1)

1. ET discussed the 5 year transformation plan slide set and agreed amendments to the text ahead of the board meeting on 22 March.
2. Naomi Lee agreed to incorporate ET’s amendments and re-circulate the slides by 5pm to allow a final read through before the board papers are circulated tomorrow.

## 2023/24 Business plan (item 8.2)

1. Kendall Jamieson Gilmore joined the meeting to present the 2023/24 draft business plan and discuss any proposed amendments from ET ahead of the board papers being circulated. Amendments were agreed to be incorporated and the draft business plan re-circulated to ET by 5pm for a final read through.

## Other items for decision (item 9)

## Guide to TA and HST appeals process (item 9.1)

1. ET was asked to approve an updated guide to technology appraisal and highly specialised technologies appeal process, which reflects updates made to the TA & HST manual. The appeals process guide has been reviewed by NICE's legal advisers to ensure compliance with statutory regulations, and they have confirmed the changes are minor/clarifications which do not materially disadvantage or prejudice appellants and do not require a public consultation.
2. The updated manual was approved for use in appeals against any final draft guidance issued to stakeholders from 1 June 2023.

# Operational Management Committee (item 10)

1. ET noted the minutes and actions from the OMC meetings held on 13 and 27 February. Boryana highlighted the following key discussions:
* A revised terms of reference which includes the requirement for a nominated deputy to ensure there is continuity of attendance at meetings.
* The task & finish group leading the review of the non-staff reimbursement policy which is complex and has raised questions about how the policy is going to be funded, as there are potentially high spend areas.
* The policy on attendance at international conferences to clarify when it is appropriate for directorates to pay for their own delegates, and which places will be funded from the central L&D budget.
* Management of change exercises will come to OMC for review and discussion of the implications that changes may have for other teams.
* Consistency of reporting from the sub-groups feeding into OMC so that issues can be escalated and there is improved visibility of issues.
1. Jonathan Benger agreed to be nominated as the NICE pandemic preparedness lead.

## Other business (item 11)

No further items were raised.