**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 16 January 2024

## Present

Sam Roberts Chief Executive

Jonathan Benger Chief Medical Officer

Helen Brown Chief People Officer

Mark Chapman Interim Director, Medical Technologies and Digital Evaluation

Paul Chrisp Head of Publishing and Products

Nick Crabb Interim Director, Science, Evidence and Analytics

Jane Gizbert Director, Communications

Helen Knight Director, Medicines Evaluation

Naomi Lee Head of Organisational Transformation

Clare Morgan Director, Implementation and Partnerships

Boryana Stambolova Interim Director, Finance

Raghu Vydyanath Chief Information Officer

## In attendance

Danielle Mason Associate Director, Communications (item 4)

Nicky Tyson OD & EDI Consultant, Human Resources (item 4)

Jane Wright Lead Content Designer, Centre for Guidelines (item 4)

David Coombs Associate Director, Corporate Office (item 6.2)

Judith Richardson Programme Director, Clinical Team (item 7)

Martin Allaby Consultant Clinical Advisor (item 7)

Elaine Repton Corporate Governance & Risk Manager (minutes)

## Apologies (item 1)

1. There were no apologies for absence.

## Declarations of interest (item 2)

1. The previously declared interests were noted. No new interests were disclosed.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 12 December 2023 were agreed as a correct record.

## Review of the action log (item 3.2)

1. The outstanding actions from previous meetings were discussed. ET agreed the actions which can be closed, and those which require further discussion.

**Action: ER**

1. **EAG contracts** – Mark Chapman and Boryana Stambolova are to bring a paper to a future ET meeting to facilitate a full discussion of the contract re-procurement.

**Action: MC/BS**

1. **Risk lead indicators** – The strategic risk owners were reminded to agree at least one risk lead and lag indicator for discussion at their accountability meetings.

**Action: All**

1. **Standing Financial Instructions** – Further amendments have been made to the document in response to the board’s request to reduce the contract approval limit for ET to £350k for any expenditure outside of the approved business plan. It was agreed that the final version be signed off and published this week.

**Action: BS**

## Staff network update – Women in NICE (WIN) (item 4)

1. Danielle Mason and Jane Wright presented an overview of WIN’s highlights during its first six months of operation. ET noted the priority areas of focus which had received very high levels of engagement. It was noted that whilst the fertility treatment and miscarriage work had helped some staff to share their ‘lived’ experiences, there was a request to also include partners in these discussions, particularly regarding fertility treatment, which does also impact male employees.
2. It was reported that the network has been involved in discussions with HR to help shape the new parent policy, which has been requested to take account of the rights of staff going through fertility treatment.
3. There was also a discussion about the barriers to promotion for part-time workers which the data has shown predominantly impacts women across NICE. Helen Brown was asked to look at part-time working as a priority in next year’s HR business plan.

**Action: HB**

1. ET thanked Danielle and Jane for their presentation and all their work in leading the network.

**People update (item 5)**

**KPIs (item 5.1)**

1. ET reviewed the sickness absence KPI, noting the long term sickness rate had increased. Helen Brown reminded ET that support can be provided from HR Business Partners for line managers dealing with long term sickness issues. Helen agreed to provide Directors with monthly sickness absence reports and to liaise with the new employee relations manager to request support for managers where performance management plans need to be put in place.

**Action: HB**

1. ET requested clarity around secondment arrangements, specifically backfilling roles and whether staff were guaranteed to return to exactly the same role at the end of the secondment period. Directors discussed difficulties that were being experienced, particularly in smaller teams. It was agreed that the policy needed to be reviewed in support of secondment opportunities to encourage individual development, but needed to be clear that returning to the same role could not be guaranteed.

**Action: HB**

## Finance and commercial update (item 6)

**Finance update (item 6.1)**

1. Boryana Stambolova updated ET on the M9 financial position. The DIT team was encouraged to commit their investment projects before the year end, and Directors were reminded to advise finance as soon as possible of any slippage or uncertainties which could impact the forecast outturn. A small amount of GIA will be returned to DHSC.

## Outstanding internal audit recommendations (item 6.2)

1. The outstanding internal audit recommendations were noted. The equality, diversity and inclusion actions were all progressing within the revised timescale.

## Draft internal audit plan 2024/25 (item 6.3)

1. ET reviewed a list of suggested areas to be included in the 2024/25 internal audit plan. There was support for purchase to pay, health and safety, and cyber security. On the latter, Raghu Vydyanath requested a wide scope. The Data and Security Protection Toolkit is included as an annual audit. Two further audits were required to enable the auditor to give her annual opinion.
2. There was a discussion about possible topics. Committee member re-imbursement, TA integration into guidelines and stakeholder management were noted to be at early stages of change, and so it was felt an audit would be more valuable at a later date. It was agreed that enquiry handling (including FOI compliance) and the handling of non-personal confidential information in guidance production would both be helpful and add value. It was agreed to share ET’s feedback with the auditor so that a final proposal could be presented to the audit and risk committee on 31 January.

**Action: BS**

## Accreditation (item 7)

1. ET was updated on progress with the guideline referral for polycystic ovary syndrome (PCOS), as part of a pilot for considering how greater collaboration in guideline development might work. The paper followed the discussion in November 2023 which proposed a collaborative model to ensure that NICE offered a complete and comprehensive guideline portfolio, covering all major themes and topics.
2. There was a detailed debate of the potential for NICE to take a flexible, and potentially menu-based approach, subject to further discussions, including:

* Consider NICE’s USP (strong brand) and how proposals affect this: (a) “one stop shop” and (b) cost effectiveness.
* The question of whether the proposals will satisfy the requirements of the DHSC.
* Continue to determine the future approach to “accreditation”, the criteria that will be considered and a menu of options.
* Further development of methods is required to include “adolopment” and approaches to contextualisation and/or re-use of other content.
* Consider the further development of international collaborations.
* The process alignment planned for 2024/25 should help to streamline and make contextualisation more efficient. The suggestion that contextualisation can generate a NICE guideline with less resource was considered attractive by ET, though it was noted that the actual resource requirement will vary considerably. There was an appetite to review current process steps to enhance efficiency while maintaining quality.

1. ET supported in principle the proposal to explore a collaborative model to guideline development, subject to all the above points being discussed further.
2. Specifically in relation to the referral for PCOS, it was agreed to further explore the CfG team’s recommendation to develop non-guideline products from the Monash guideline in the form of a NICE Quality Standard on PCOS and an updated Clinical Knowledge Summary (CKS). The issue of intellectual property was raised and the need to check the terms of the contract with CKS.

**Action: JB/MA/JR**

**DIT update (item 8)**

**Guidance production digitisation programme (item 8.1)**

1. ET noted the Prior Information Notice (PIN) had been published, with supplier workshops planned for 1-5 February 2024. It was requested that ‘users’ of the tool in the guidance producing teams be involved in the selection process (project managers and co-ordinators) rather than change agents.
2. **Digitisation ‘quick wins’** – The list of five potential ‘quick wins’ was discussed, with ET noting that the prioritisation of projects will be based on what was achievable by the end of March 2024. The focus will be on items 1 to 3 – foundational enabling works (setting up the Power platform), movers and shakers process and the advisory committee DOI process. It was queried whether any external spend approvals will be required, and if so, to ensure these are submitted in time.
3. ET supported the digital investment plans.

**Laptop replacement business case (item 8.2)**

1. ET noted the business case for the laptop procurement, which was approved by email, and submitted to DHSC. ET noted that the invitation to tender will close on 16 January.
2. Raghu Vydyanath also confirmed that £400k funding had been received from DHSC for cyber security improvements.

**DDAT strategy (item 8.3)**

1. The draft DDAT Strategy had been updated to reflect ET feedback. It will now be socialised to DIT staff during January 2024, following which the key messages will be shared with a range of NICE forums (including Programme Boards and the OMC) during February and March 2024.
2. ET members requested a slide presentation to begin championing the strategy with their management teams.

**Action: RV**

## Transformation update (item 9)

1. Naomi Lee gave an overview of progress with the business plan priorities in each programme board, and an update on developing the corporate business plan and directorate delivery plans for 2024/25.
2. Directors who have held their first round of objective setting and business planning workshops gave feedback on their discussions. Once the corporate objectives are drafted, ET will review these against the directorate plans in February, to ensure everything is aligned and incorporated. Directors were reminded to use the new business plan template for 2024/25.
3. It was noted that change agents should be invited to the second round of directorate meetings to give their input and help pull everything together.

**Action: All**

# Operational Management Committee (item 10)

1. ET noted the minutes and actions from the OMC meetings held on 4 and 18 December 2023.

## Items for next week’s ET meeting (item 11)

1. The agenda items were noted.

## Other business (item 12)

## Centre for Guidelines MoC (item 12.1)

1. Jonathan Benger requested nominations from directorates (staff at bands 4-7), to help support with minute taking at the next round of CfG consultation meetings.

**Action: All**

## Public Involvement (item 12.2)

1. Clare Morgan advised that focus groups have been taking place to feed into a new draft public involvement strategy which will come to ET on 8 February. The groups have been discussing what is meant by public involvement and public engagement in the creation of guidance, and how NICE can make ensure the ‘public voice’ is heard.

## Technology Appraisal: Tirzepatide (item 12.3)

1. Helen Knight updated ET on the TA for tirzepatide – for managing overweight and obesity, as an alternative to semaglutide. The TA Committee was holding its first meeting today.

## ET papers to be shared (item 13)

The papers to be shared with senior leaders were agreed.

**Locations for ET meetings (item 14)**

The locations for upcoming ET meetings were noted.