**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 30 June 2021

## Present

Gill Leng Chief Executive

Meindert Boysen Director, Centre for Health Technology Evaluation and Deputy Chief Executive (items 1 to 6.4 inclusive)

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

David Coombs Associate Director, Corporate Office (minutes)

Moya Alcock Acting Programme Director, Health and Social Care

Lisa Hooley Senior OD, Learning and Talent Manager (item 6.1)

Grace Marguerie Associate Director, HR (items 4, 6.1 and 6.2)

Eileen Platt Employee Relations Manager (item 6.2)

Rebecca Threlfall Chief of Staff

## Also present:

Lynne Copp SCW Commissioning Support Unit (for item 4)

Hannah Williams SCW Commissioning Support Unit (for item 4)

## Apologies (item 1)

1. Apologies were received from Judith Richardson who was represented by Moya Alcock.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meeting held on 22 June 2021 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 22 June 2021 were noted as complete or in hand.
2. It was agreed that Rebecca Threlfall would contact the Department of Health and Social Care to find out more about the cross organisation group preparing for the COVID-19 public inquiry to inform an ET decision on the extent NICE should be involved with the group. In addition, it was agreed that Rebecca Threlfall and Eric Power would start to prepare a list of potential areas where the public inquiry might examine NICE’s role in the response to the pandemic.

ACTION: RT/EP

1. Following on from this discussion, ET reflected on the future of NICE’s gold group and the coronavirus response group (CRG) that were established to manage NICE’s response to the pandemic. It was agreed that the role of gold, as distinct to the weekly ET meeting, was drawing to a close and the discussions on the approach to staff returning to the office was best discussed at ET. Similarly, the CRG is no longer required to discuss NICE’s response to the pandemic, but it was noted to be well-attended and a useful forum for discussing cross-institute operational issues, including around estates and facilities. It was therefore agreed to stand down gold and CRG at the end of July and use the remaining meetings to reflect on which aspects of the groups’ work it would be useful to maintain. This feedback could then inform the proposals currently in development for a new operational management group, with a view to establishing this in the autumn.

JH/MA/DC

## Organisational design programme (item 4)

1. ET welcomed Lynne Copp and Hannah Williams to the meeting. Hannah gave a brief update on the work to deliver the reprioritised goals in the Organisational Design (OD) programme and agreed to circulate a short set of slides after the meeting. ET requested monthly progress updates from Hannah on this work, supported by a short slide pack circulated in advance of these meetings.

ACTION: HW

1. It was agreed that Rebecca Threlfall would circulate the notes of the session on culture change from yesterday’s ET retreat, and liaise with Hannah Williams on the arrangements for the joint ET-senior leaders forum session in July.

ACTION: HW/RT

1. ET discussed the planned commissioning of consultants to make recommendations on the future ways of working at NICE and considered whether this could instead be undertaken by internal staff synthesising the existing published literature. Gill Leng confirmed the benefit of commissioning additional capacity and expertise for this work so that proposals could be discussed with the Board in October. In addition, she would be looking for the consultants to identify the measures that could be used to track the impact of revised ways of working on areas such as culture change and promotion.

## Hot topics (item 5)

1. Jennifer Howells highlighted an issue that arose at Publication Executive which highlighted different NICE programmes using different prices for the same technology in their respective publications. Meindert Boysen noted that work is underway to look at a consistent approach to pricing information across NICE.
2. Jennifer Howells highlighted that as part of the equality objectives a survey will be sent to committee members to seek feedback on their experiences.

## Annual people report (item 6.1)

1. Grace Marguerie presented the annual people report for 2020/21 for ET’s review prior to submission to the July public Board meeting and highlighted some points of note.
2. ET reviewed the report and noted the extensive volume of information provided. It was agreed that the summary and the introduction should refer more to the significant change in context over the year, including the challenging environment which is potentially reflected in some of the indicators around the nature of sickness absence and feedback in the exit interviews. This introductory text should also more prominently refer to the upcoming changes as part of the organisational design programme. It was agreed that it would also be helpful to include more information to clarify the extent of internal movement by staff, and also to more accurately reflect the level of investment in staff learning and development. Subject to these, and other drafting points, the report was approved for submission to the Board.

ACTION: GM

## Proposal for hybrid and home-working contracts (item 6.2)

1. Grace Marguerie and Eileen Platt presented the proposals for a new voluntary home-working contract and a hybrid- working contract, and explained these seek to ensure a fair and consistent approach to existing staff and new starters, while also providing flexibility for an attractive recruitment offer for a small number of hard to fill roles.
2. ET discussed the proposal and supported the principle of offering 3 types of contract – an office based contract where the employee is required to work from the office due to the nature of the work; a home-based contract where the nature of the work means they cannot be based in the office; and then a third hybrid contract which would cover employees whose work could be undertaken either at home or in the office. The level of office attendance for staff in this latter category would need to be agreed and documented on a case by case basis, and staff on these contracts would be responsible for funding the costs of any travel to the NICE office, with the potential exception of a small number of hard to fill roles.
3. ET requested a further paper, with a table showing the differences in the contracts, and a plan for implementing the proposals following an equality impact assessment. This implementation plan would include manager training and support, and highlight the interim nature of the arrangements which would be subject to review depending on business need.

ACTION: EP/GM

## Modern slavery and human trafficking statement (item 6.3)

1. David Coombs presented a proposed modern slavery and human trafficking statement, which ET agreed for presentation to the July public Board meeting and then publication on the NICE website.

ACTION: ER/DC

1. ET agreed that it would be helpful for internal communications to publicise the statement, and also the mechanism for staff to raise concerns. In addition, staff in the facilities team should be given additional advice on how to recognise modern slavery in line with the Cabinet Office’s Procurement Policy Note.

ACTION: LA/ER

## Executive Team report (item 6.4)

1. ET agreed the topics to cover in the first Executive Team report to the July public Board meeting, and the Chief Executive’s update to the private session earlier that day. It was agreed that Rebecca Threlfall would liaise with the senior responsible officers for the relevant business plan objectives to pull together the Executive Team report and then share the draft report with ET for comment. It was agreed that the report should also include a short update on key risks.

ACTION: RT

## Finance update (item 7.1)

1. Jennifer Howells gave a brief verbal update on the financial position and noted that the current rate of expenditure would lead to a £7m underspend at the year-end. However, due to upcoming planed expenditure, the projected year-end position is a £2.7m underspend, which leaves significant additional resources still available for non-recurrent investment in 2021/22.
2. Alexia Tonnel noted an intention to spend a further £80k with Civica to extend their support for the foundational stage of the Digital Workplace programme. Martin Davison had agreed this outside of the meeting, but asked ET to note this for transparency.
3. ET briefly discussed the upcoming spending review and noted the importance of framing bids around the Government’s life sciences vision.

## Review of the meeting (item 8)

1. ET reviewed the meeting and agreed there had been a good mix of topics.

## Any other business (item 9)

1. None.