**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 9 August 2022

## Present

Sam Roberts Chief Executive (chair)

Mark Chapman Interim Director, Medical Technologies

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Helen Knight Acting interim Director, Medicines Evaluation

## In attendance

Hilary Baker Programme Director, Transformation

Nick Baillie Interim Programme Director, Health and Social Care

Alison Liddell Programme Director, Strategy and Governance, DIT

Grace Marguerie Associate Director, Human Resources

Nicky Tyson OD and EDI Consultant (for item 4)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Nicole Gee, Judith Richardson and Alexia Tonnel who were represented by Grace Marguerie, Nick Baillie and Alison Liddell respectively.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3.1)

1. A review of the minutes of the meeting held on 27 July 2022 were deferred to the next meeting.

## Matters arising (item 3.2)

1. A review of the actions from the meeting held on 27 July 2022 were deferred to the next meeting.

**Equality, diversity and inclusion update (item 4)**

1. Nicky Tyson gave a brief re-cap of the recent round of individual meetings with ET members to discuss their workforce EDI targets for 2022/23. ET discussed the proposed targets, what it means for roles within their teams and their initial thoughts on how to deliver the KPIs during the next 12 to 24 months. There were anticipated challenges in some teams where turnover is historically low, and where the nature of specialist roles means they are likely to be recruited to internally, however, directors signed up to their individual targets and committed to try to deliver them, subject to the challenges discussed.
2. Following debate, a set of revised EDI workforce targets for 2022/23 was approved:

A 20% increase in proportion of Black, Asian and minority ethnic staff in senior roles

A 20% reduction in non-declaration for each protected characteristic

A 20% reduction in pay gaps between both gender and race

A 10% improvement in the staff survey of staff from under-represented groups feeling positive about their experience at NICE

1. As a next step, ET agreed to meet with Nicky to bottom out specific plans for operational delivery against their individual objectives and targets.

**ACTION: All**

**Strategic risks (item 5)**

1. ET noted that the strategic risks had been revised to align them with the strategic priorities, following feedback from the ARC and Board meetings in May. Each ET risk lead was asked to review their risks and provide mitigations, scores and actions to Elaine Repton by 31 August 2022. The next iteration will be signed off by Sam Roberts before submission to the ARC on 19 September.
2. It was agreed that strategic risks would be included in the respective ET member’s KPI objectives for regular discussion with the CEO.

**ACTION: All**

## Operational Management Committee (item 6)

1. The minutes and actions from the meeting on 25 July 2022.

**Other business (item 10)**

## Commission from DHSC (item 10.1)

Jennifer Howells advised that NICE had received a commission from the DHSC to identify potential savings of 10% and 20%, if required to do so. Finance team is leading on the work and will be in touch with ET members to discuss potential scenarios in their directorates. The deadline for submission to DHSC was 19 August.

**ACTION: JH**

## NCAPOP invitation to tender (item 10.2)

Felix Greaves confirmed that the National Clinical Audit Patients Outcome Programme (NCAPOP) invitation to tender was issued yesterday by NHSE. He was currently reviewing the documentation with colleagues to decide whether NICE should submit an expression of interest.

**ACTION: FG**