**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 6 September 2022

## Present

Sam Roberts Chief Executive (chair)

Mark Chapman Interim Director, Medical Technologies

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Helen Knight Acting Interim Director, Medicines Evaluation

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Danielle Mason Associate Director, Communications - Brand and Marketing

Kathryn Birds Coordinator, H&SC (item 5)

Jean Bennie Senior Technical Analyst, CfG (item 5)

Jeremy Dietz Senior Technical Analyst, CfG (item 5)

Portia Dodds Project Services Coordinator, CHTE (item 5)

Geoff Ellison Roberts Project Manager, Transformation team (item 5)

Swapna Mistry Strategy Manager, FST (item 5)

Stevie Okoro Market Access Analyst, CHTE (item 5)

Nicky Tyson OD and EDI Consultant, HR (item 5)

Vince Doyle Associate Director, Product development, DIT (item 6)

Alison Liddell Programme Director, Strategy and Governance, DIT (item 6)

Sanjay Tanday Associate Director, Communication, content and channels (item 6)

Lorna Scoular Senior OD, Learning & Talent Manager, HR (item 7)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Jane Gizbert who was represented by Danielle Mason, and from Hilary Baker.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 23 August 2022 were agreed as a correct record, subject amending minute 10**,** to read:

* The status reports were ‘green’ in all but two of the workstreams indicating positive progress. Whilst the significant work to date was welcomed, there was a concern that the achievement of the milestones and timings was not necessarily indicative of the intended outcome of the priority being delivered.

1. The minutes of the meeting held on 30 August 2022 were agreed as a correct record, subject amending minute 3 Health inequalities data acquisition, to read:

* It was agreed the Felix Greaves would bring back some potential data related underspend requests to ET on 13 September as part of the wider discussion to be had on RWE.

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

1. The actions from the meeting on 23 August 2022 were noted as complete.
2. Paul Chrisp reported that following the queries raised on the guideline manual update**,** Ian Watson had sent his comments on the severity modifier and discussions were also taking place on the inclusion of VAT.
3. The actions from the meeting on 30 August 2022 were noted as complete.
4. Jennifer Howells advised that a business case for Digital Living Guidelines consultancy - ongoing proof of concept, had been submitted to the DHSC FAP for approval.

**Hybrid working (item 4)**

1. ET noted that the final consultations for the home workers had been sent to the 67 staff involved. To date there had been no feedback to share. Nicole encouraged ET members to have discussions with their respective line managers to support the discussions. Each Director gave a brief update on the latest feedback from their teams.
2. Judith Richardson raised an issue from the Field Team regarding travel expenses if they wish to move house, which has not been covered in the revised proposals, as they expected. This was to be raised with Louise Bate and HR, but it was noted that the Field Team would remain as ‘full’ home workers and retain their current terms. There are potentially still some issues in CfG which Paul Chrisp advised will be picked up at a team meeting planned for 7 September.

**ACTION: JR**

1. ET noted that there were general concerns including, for example, staff who choose to move roles and give up their protected terms, but still wished to remain home based. Nicole advised that discussions would need to take place between the individual and the new line manager, but there will be discretion to be as flexible as possible. It was also raised that the proposal to defer the next stage of hybrid working until January is causing some staff to raise concerns, and it was suggested that it was timely to provide an update to staff. ET noted that Eileen Platt will join the all-staff meeting on 8 September, followed up by a blog on 9 September and an FAQ on NICE Space. Nicole was asked to ensure the FAQ picks up all the queries raised.

**ACTION: NG**

**EDI annual report and action plan (item 5)**

1. ET welcomed the staff network chairs and reps to the meeting. Nicky Tyson introduced the draft annual equality report, highlighting the areas of concern which require further action, and inviting comments ahead of the September board meeting. There was agreement that the action plan in its current form was unlikely to achieve the significant change that is required. ET discussed a range of initiatives and ideas to help deliver the improvements needed.
2. The staff network chairs were invited to share their feedback and ideas for action planning. Following a long discussion, some initial actions were agreed:
3. Include EDI as an element in the leadership development programme for ET
4. Arrange an ET workshop with Yvonne Coghill
5. Invite senior thought leaders on EDI to speak to ET
6. Consider having an EDI advisor to ET
7. Consider a shadow ET
8. Explore a sponsoring programme

**ACTION: SR & NT**

1. In terms of the directorate EDI action plans, ET members agreed to look at more targeted recruitment, the wording of adverts, make up of interview panels and to think about the questions asked at interviews to try to increase the number of Black, Asian and minority ethnic applicants and improve the conversion rate to interview. Directors were asked to share their action plan with an ET colleague and an external Director to learn from others, and to have a further discussion at ET in two week’s time.

**ACTION: All**

## Business cases – website and intranet (item 6)

1. Alexia Tonnel presented a business case to utilise budget underspend to accelerate work from next year into this year, to improve and modernise the NICE website. The preferred option was option B, based on capacity constraints. The request was for an initial investment of £160k in 2022/23 to fund additional resources in the DIT and Comms teams (2 roles) which will provide resources to identify and procure a new content management system, de-couple the Orchard CMS from other functions so it can be replaced and to undertake auditing and culling of existing content. Further spend will be required in 2023/24 for ongoing support with rollout and content migration.
2. ET also considered a business case for investment of £180 - £235k incl VAT (to be refined at point of commercial engagement) to resource a contractor to accelerate the move of NICE Space to a working intranet on SharePoint that will integrate with the other digital workplace services (and move to document storage on SharePoint) that is planned in 2022/23.
3. Both requests were approved subject to a full business case templates being completed by the end of the week and forwarded to Sam Roberts and Jennifer Howells for sign off. Alison Liddell confirmed that these approvals would be included on the Technology Governance Board agenda at the end of September.

**ACTION: VD & ST**

1. Jennifer Howells also requested that the approvals be reconciled against the Digital Workplace programme approved by the Board in May 2021 and brought back to the Board for an update on progress.

**ACTION: AT & AL**

## Change story engagement plan (item 7)

1. Lorna Scoular presented the change story engagement plan, outlining the process for the next 6 months and ET’s role to contribute to its success. The launch ‘story’ will take place at the all-staff meeting on 8 September with phase one running until December involving randomised coffee trials for staff to engage and a crowdsourcing platform to address challenges and generate ideas for improvement.
2. ET fully supported the engagement plan.

## Integrated performance report (item 8)

1. Jennifer Howells sought feedback on the draft integrated performance report for the September public board meeting. Directors were asked review their RAG ratings and narrative, and check whether all the measures were still meaningful, and confirm to David Coombs by end of business tomorrow.

**ACTION: All**

1. Jennifer advised that she will be requesting ET to have a fuller discussion of the IPR at a future meeting to review whether it is reporting actual performance across the right range of measures, whether it is it pitched at the right level, and is it a tool which helps Directors to identify issues.

## Operational Management Committee (item 9)

1. The minutes and actions from the meeting on 22 August 2022 were noted.

## Other business (item 10)

**DHSC commission: recruitment and contract spend** – Jennifer Howells confirmed that NICE’s response to the DHSC’s commission on recruitment and potential savings that can be achieved from consultant, professional services and contingent labour contracts, had been returned in timescale. It was acknowledged that any spend requests outside of the Cabinet Office’s spend controls was unlikely to receive approval.

1. **Medtech funding mandate** – Mark Chapman advised ET of his discussion with NHS England on this issue following feedback from the Secretary of State.