**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 4 October 2022

## Present

Sam Roberts Chief Executive (chair)

Gail Allsopp Interim Chief Medical Officer (part)

Mark Chapman Interim Director, Medical Technologies and Digital Evaluation

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

Judith Richardson Acting Director, Health and Social Care

Boryana Stambolova Deputy Director, Finance, Strategy and Commercial

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

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

Jean Bennie Senior Technical Analyst, CfG (item 5)

Jeremy Dietz Senior Technical Analyst, CfG (item 5)

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

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

Stevie Okoro Market Access Analyst, CHTE (item 5)

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

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

Jenniffer Prescott Programme Director, HTA Process and Operations (item 6)

Mark Salmon Programme Director, Information Resources, SEA (item 6)

Ian Saunders Content and Quality Assurance Manager, DIT (item 6)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Jennifer Howells who was represented by Boryana Stambolova.

## Declarations of interest (item 2)

1. The previously declared interests were noted and there were no new declarations.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 20 September 2022 were agreed as a correct record.

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

1. The actions from the meeting on 20 September 2022 were reviewed and the following matters arising were discussed:
2. **Minute 6** - Alexia Tonnel agreed to prepare a digital workplace programme update report for the March 2023 board meeting, as there is no board meeting in January.
3. **Minute 8** – Sam Roberts confirmed she had spoken with the board development facilitator to request further sessions, one with ET members only and one with ET and the NEDs together, and was awaiting a response**.**
4. **Minute 11** – ET agreed it would be useful to have anonymised data and trends from exit interviews by directorate, as part of the monthly HR report. Alexia advised that she is designing a new approach where any DIT staff leaving NICE are encouraged to have an exit interview and are given a choice of who they would like to undertake the interview, if they prefer it not to be their line manager. Directors agreed it might encourage more staff to have an exit interview if an independent person was involved.

**ACTION: ER/EP**

1. **Minute 13** – The amendments to the DOI policy for advisory committees was shared via YW@N on 23 September but ET considered whether it was a topic for an all-staff meeting, as queries about conflicts of interest were regularly raised with the Freedom to Speak Up Guardians. It was agreed to await the approval of the revised whistleblowing policy, and cover both policies together, aiming for the November all-staff meeting.

**ACTION: ER/DC**

1. **Minute 16** – The final meeting with the ‘red circled’ homebased workers has taken place to share the revised homeworking contract. It was noted that the discussions with this group of staff have now concluded.
2. **Minute 20** – An update on integrating TAs into guidelines will come back to ET in December.

**Feedback from the GIN Conference 21-23 September 2022**

1. Sam Roberts shared with ET the key highlights from the GIN conference held in Ontario, Canada, and the very positive comments she received about NICE’s work.

(Gail Allsopp left the meeting)

**Internal transformation and change programme update**

1. ET briefly discussed progress with the internal transformation programme and shared feedback from their team meetings, and the randomised coffee trails about how staff are engaging and what they are saying about the change programme.

**Executive team roles**

1. The changes to the Executive Team were discussed including recent appointments and the CMO role which is currently being recruited to. An update will be given at the all-staff meeting on Thursday and an article in YW@N this week.

**September board actions and December board agenda (item 4)**

1. The actions from the September board meetings were reviewed. Directors were asked to provide target completion dates for their actions to David Coombs.

**ACTION: All**

1. The draft agenda for the December board meeting was agreed. The morning session included business planning for 2023/24, which ET will be discuss with the board at the October strategy day.

**Equality, diversity and inclusion (item 5)**

1. Following the EDI sessions at the September private and public board meetings, the staff network chairs shared their thoughts and feedback from the discussions with the NEDs. It was agreed that the sessions had been extremely useful but were time constrained. Sam explained that the board meetings tended to be outcome focussed which meant there was less time for presentations.
2. Nicky Tyson presented the directorate EDI action plans and the EDI KPIs by directorate for Black, Asian and minority ethnic employees at salary band 8a and above, and for non-declaration rates. ET agreed the KPIs were really helpful in this format and Nicky Tyson was asked to provide this information on a monthly basis to ET. It was agreed that the staff network chairs should attend the monthly ET EDI sessions in rotation in future which will allow more in-depth discussions and also to theme each meeting. The themes will be recruitment KPIs, communications and non-disclosure KPIs, and for directors to give a progress update on the theme from their directorate’s perspective.

**ACTION: NT/DC**

1. There was a discussion about the circulation of EDI reports to the SLF. It appears that multiple versions of the annual report were circulated which has caused confusion. To provide clarity, Nicky Tyson was asked to circulate her final board paper and slides to the SLF. ET also requested that they be copied into the version of the ET packs which is circulated to senior leaders so that they are aware which papers have been shared.

**ACTION: NT/DC**

## UK Pharmascan (item 6)

1. ET was asked to consider options for the future of the UK Pharmascan (UKPS) software which is owned by the DHSC but has been managed and maintained by NICE for many years and was now in need of a system re-build due to its age and outdated design. The options included doing nothing, DIT undertaking a short-term fix, a complete re-build undertaken in-house, a re-build which is outsourced but managed by NICE, and a complete re-build outsourced to another organsiation.
2. Directors discussed the current usage of UKPS within CHTE, and by other stakeholders and the pharma industry, to understand its strategic importance, and identify who would be best placed to undertake the re-build work, which was expected to be significant in both costs and resources required. It was queried what the DHSC’s view was and whether the AAC or the NIHR Innovation Observatory (NIHRIO) would be an option to undertake the re-build either supported by NICE or independently. It was agreed that Mark Salmon and Ian Saunders would speak with the DHSC Sponsor Team and contacts at NIHRIO, and come back to ET in due course with a recommended way forward.

**ACTION: MS/IS**

## Homeworking update (item 7)

1. There was nothing further to add.

## Operational Management Committee (item 8)

1. The minutes and actions from the meeting held on 26 September 2022 were presented. ET noted the device usage policy, and the travel and subsistence policy (for staff) were both approved, subject to some minor amendments. A final decision was also reached on reckonable service relating to annual leave, sickness and parental leave for staff who have transferred to NICE through the TUPE with the royal colleges and subsequently moved into a NICE role on AfC terms and conditions.

## Other business (item 9)

**Business case approvals** – Boryana Stambolova advised that a new business case approval process had been introduced which devolves decision making to directorates in consultation with their Finance Business Partner, in order to remove some of the barriers of having to prepare reports for the OMC. This is currently a pilot, which will be reviewed should any issues arise.

**All staff meeting slides** – Felix Greaves asked directors to check the progress on the four business plan priorities being reported within the all-staff presentation slides, before Thursday’s meeting.

**ACTION: All**

Sam Roberts asked that the November update should also include any indicators that are ‘red’ to highlight that not everything has gone exactly to plan but we have learned from those lessons.