**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 12 September 2023

## Present

Sam Roberts Chief Executive

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

Alison Liddell Acting Director, Digital, Information and Technology

Clare Morgan Director, Implementation and Partnerships

Boryana Stambolova Interim Director, Finance

## In attendance

Victoria Pollard Senior HR Advisor (item 4.3)

Nicky Tyson OD and EDI consultant (items 4.3, 5.1 & 5.2)

Kendall Jamieson-Gilmore Associate Director, Strategy (items 5 & 6)

Kathryn Birds Co-ordinator, Clinical Directorate (items 5.1 & 5.2)

Portia Dodds Co-ordinator, Technology Appraisals (items 5.1 & 5.2)

David Coombs Associate Director, Corporate office (items 6 & 7)

Elaine Repton Corporate Governance & Risk Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Jonathan Benger.

## 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 15 August 2023 were agreed as a correct record.

## Review of the action log (item 3.2)

1. The actions were reviewed, and the following updates discussed:
2. **UK Pharmascan** – ET has agreed to fund essential maintenance this year and requested that the DIT team provide feedback on what improvements users will see following the upgrade work.

**Action: AL**

1. **Fixed term contracts** – It was noted that there were still a number of staff on fixed term contracts within CHTE and SEA directorates. Finance have been asked to include these roles as substantive posts in the mid-term review which will be coming to ET next week for discussion. Directors were asked to confirm their FTCs to Martin Davison. Helen Brown was asked to look at a process for managing these roles.

**Action: BS/HB**

1. **All staff event in 2024** – The comms team were still considered the options.
2. **External approvals** – ET noted that the Cabinet Office approval limit for redundancies might be changing; this is still to be confirmed however, the DHSC may decide to retain the current £100k and above limit as requiring approval. A VFM case is also likely to be required. All ESM appointments at the top of the band, require the approval of the DHSC Remuneration Committee. Any new ESM appointments were asked to be notified to Helen Brown.
3. **EAG contracts** – Mark Chapman and Boryana Stambolova are to discuss the contracts and bring a paper back to a future ET.

**Action: MC/BS**

## People update (item 4)

## KPIs (item 4.1)

1. ET reviewed the people KPIs, noting that the turnover rate was slightly higher than the previous month. Helen Brown advised that a new exit interview provider will be able to provide better insight on the reasons for leaving.

**Organisational structure (item 4.2)**

1. ET reviewed the draft presentation and communications plan to be shared at the all-staff meeting on 20 September. Directors were asked to confirm any additions that needed to be included. Naomi Lee agreed to add an updated version to the ET Teams site for final review.
2. An item for discussion at an informal ET will be the move to a business partnering approach, by developing the supporting teams to become enabling functions. It was also agreed to have a discussion on process improvements, primarily within CHTE. These items will be added to an informal ET agenda in the coming weeks.

**Wellbeing (item 4.3)**

1. Victoria Pollard summarised key feedback from recent staff surveys and outlined the range of wellbeing support that is available to staff who may be feeling pressurised by workload or anxious about the organisational changes taking place. ET noted the internal and external support available and commented that in addition to the HR and L&D teams, it is also the responsibility of senior leaders and managers to support their team members.

**EDI (item 5)**

**Annual EDI report – draft report for board (item 5.1)**

1. A draft annual EDI report was reviewed ahead of its submission to the September board meeting. The report outlined the progress made in 2022/23 against the annual equality objectives agreed for 2020/24. The improvements in the workforce objectives, particularly the interview to appointment conversion rate for ethnic minority applicants, were highlighted. ET noted however, that due to the amount of work underway internally, the improvements against the objectives for the guidance committee were reporting less progress. It was agreed that the committee work will be a focus for next year when there is more capacity. ET asked that the report be re-ordered so that the workforce section is first, followed by the guidance committees.

**DAWN Staff network update (item 5.2)**

1. Kathryn Birds and Portia Dodds gave their feedback on the annual EDI report which they felt reflected the positive culture shift they were starting to see within NICE. It was noted that the percentage of staff ethnic minority, disabled and LGBTQ+ staff who have experienced bullying and harassment and/or discrimination has increased, but they hoped that part of this increase was due to staff now feeling more confident about reporting issues, which would be acted upon, than they would have done in previous years.
2. It was agreed to dedicate part of a future all-staff meeting to showcase the work of the staff networks and to thank the chairs whose tenures are coming to an end.

## Finance and performance update (item 6)

**Finance update (item 6.1)**

1. Boryana Stambolova gave an update based on the early indications from the August results which were showing an improved position, due to £400k OLS funding and savings identified through the vacancy panel. However, this has to be balanced against a decision from the DHSC as to whether it will support the pay award, and the restructuring costs, which will not be known until January 2024. ET noted that the TA programme was volatile, but the teams were working hard to minimise the number of delays and terminations.
2. ET agreed the messages to be shared with the board.

**Integrated performance report for September board (item 6.2)**

1. ET discussed the draft IPR for submission to the September board meeting. Feedback was that the performance overview was showing a more positive position than reality. Directors were asked to feedback to David and Naomi with amendments to their indicators in order to present an accurate position at the board. It was agreed to re-name the confidence indicator – ‘confidence level of delivering the objective, by the year end’. The issue was that most work programmes were backloaded, so all year they report ‘green’ until the year end when they could potentially be ‘red’.
2. The report would also be amended to state the milestones which are not now going to be progressed this year (the ‘NICE Way’ and CCMS procurement).

**Action: NL/DC**

**Transformation update (item 6.3)**

1. ET noted the progress reported in the transformation programme update.

## Risk (item 7)

## Strategic risk register and prep for September ARC (item 7.1)

1. ET discussed the strategic risk register, agreeing that they will undertake a substantial review and refinement of the risks on 3 October, including ensuring that the risks and key actions were more aligned to integrated performance report.
2. Attendees to present papers at the 18 September ARC meeting were agreed.

## Outstanding internal audit recommendations (item 7.2)

1. The outstanding internal audit recommendations were noted, and that good progress has been made in closing actions down.

**Product and channel strategy (item 8)**

**Product next steps (item 8.1)**

1. Paul Chrisp gave an overview of the work to date to understand who NICE’s key users are, the current product landscape, and whether it meets their differing needs. ET discussed next steps in order to prepare for the October board strategy day which will include a session on the future products and channel strategy.
2. It was agreed there were some fundamental issues to agree before proceeding with a proposed solution. These were: who will own the content (content governance), what the workflows should be (relationships between teams), template standards and policy guidelines (agree a style guide), and QA (including user testing).
3. For the September board, it was agreed that the slides be presented with some minor updates, in order to share the feedback from users, and that by the time of the December board meeting, a list of challenges and proposed solutions to be developed, which will give a clearer picture of what is possible.

**Action: PC**

## Items for information (item 9)

# Operational Management Committee (item 9.1)

1. ET noted the minutes and actions from the OMC meetings held on 31 July and 14 August 2023. The key items discussed were non-staff reimbursement, Manchester office wifi upgrade, DHSC spend controls, temporary and part time working principles and the organisational change policy and guidance.

## Other business (item 10)

1. There were no further items of business.

## ET papers to be shared (item 11)

The papers to be shared with senior leaders were agreed.

**Locations for ET meetings (item 12)**

The locations for upcoming ET meetings were noted.