Board meeting

11 December 2024

External equality, diversity and inclusion spend

Purpose of paper

For approval

Board action required

The Board is asked to:

1. Note the spend control framework for external equality, diversity and inclusion (EDI) spend
2. Support the proposed spend for 2025/26
3. Agree that the Chairman, on behalf of the Board, will be consulted on any additional external EDI spend in 2025/26 outside of the proposals within the paper

Brief summary

The updated ALB delegations issued by the Department of Health and Social Care (DHSC) in September 2024 state that all external EDI spend must be authorised by the Accounting Officer, in consultation with the Board.

Following consideration of the support required to deliver NICE’s EDI roadmap, external spend of up to £70k (inclusive of VAT) is proposed in 2025/26.

Board sponsor

Helen Brown, Chief People Officer

Background

NICE’s delegations require any external equality, diversity and inclusion spend to be authorised by the Accounting Officer, in consultation with the Board.

Our dedicated efforts to ensure that Equality Diversity and Inclusion (EDI) are a key aspect of our culture development at NICE is an important aspect of our 4th transformation goal around organisational brilliance.

As our recent annual equality report to Board indicated, this effort has resulted in significant movement towards goals we set 3 years ago. Our continued commitment to EDI is outlined in our 5 year roadmap. In order to meet the goals in this roadmap, we need to invest in the development of our staff and implement key initiatives. These were delayed in 2024/25 due to the EDI spend controls then in place.

Proposed expenditure

It is proposed to spend up to £70k (inclusive of VAT) on the following EDI activities in 2025/26. The following table outlines the drivers and outputs of the spend (inclusive of VAT).

|  |  |  |  |
| --- | --- | --- | --- |
| Activity | Driver | Output | Cost |
| Inclusive Leadership Development for ET and Senior Leadership Team | EDI 5 Year Roadmap year 1 objective | All ET and Senior Leadership Teams developed in inclusive leadership (approximately 90 staff) | £40,000 |
| Reverse Mentoring Training | EDI 5 Year Roadmap year 1 objective & Bullying and Harassment Report Recommendations | This will enable us to set up a reverse mentoring scheme. Delegates will volunteer to join the scheme and be trained for it | £20,000 |
| Staff Networks Budget (Guest Speakers, Awareness raising etc) | General organisational commitment to EDI awareness and culture development | Spend by network will vary depending on need. The key output for staff network spend is raising awareness and may include guest speakers, materials etc | £10,000  (£2,500 x 4 networks) |

These externally procured activities will complement planned in-house activity to support NICE’s EDI objectives and the development of NICE’s culture.

Evaluation

In line with the delegations, all EDI activity undertaken internally or through approved external spend will be subject to robust evaluation. All external training is procured using NICE processes and is subject to a contract which is managed in line with contract management procedures. Staff network costs will be below procurement thresholds, therefore procurement selection processes will not be required and we can approach suppliers directly. Support from the OD team will ensure that any external services purchased will meet the objective the staff network is aiming for, of a satisfactory quality and provide advice on the purchasing of services so we are adhering to our standing financial instructions and other internal processes.

We will track the impact of these interventions through evaluation of the development programmes at the point of completion with delegates. In addition, the outcomes will be measured through a series of relevant metrics we track and report on in the annual workforce equality report and associated EDI 5 year roadmap, which are shared with the Board annually.

Next steps

Subject to any comments from the Board, the expenditure will be approved by the Chief Executive as Accounting Officer, reflected in budgets for 2025/26, and commissioned in line with NICE’s standing financial instructions.

It is proposed that the Chairman, on behalf of the Board, will be consulted on any additional external EDI spend outside of these proposals in 2025/26. Then, if the spend controls remain in place for 2026/27, the Board will be asked to comment on the proposed annual spend for that year.

Board action required

The Board is asked to:

* 1. Note the spend control framework for external equality, diversity and inclusion (EDI) spend
  2. Support the proposed spend for 2025/26
  3. Agree that the Chairman, on behalf of the Board, will be consulted on any additional external EDI spend in 2025/26 outside of the proposals within the paper

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