**National Institute for Health and CARE excellence**

Senior Management Team

# Minutes of the meeting held on 9 July 2019

**Present**

Andrew Dillon Chief Executive (for items 6.1 onwards)

Ben Bennett Director – Business Planning and Resources

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Gill Leng Director – Health and Social Care

Alexia Tonnel Director – Evidence Resources

**In attendance**

David Coombs Associate Director – Corporate Office (minutes)

Nick Crabb Programme Director – Science Advice and Research

Sarah Cumbers Programme Director – Transformation (for items 8.1 and 8.2)

Marion Spring Associate Director – Evidence Information Services (for item 6.1)

## Apologies (item 1)

1. Andrew Dillon joined the meeting for item 6.1, with Gill Leng chairing the meeting for the preceding items.

## Freedom of Information and publication scheme (item 2)

1. The final minutes will be made available on the NICE website subject to the redaction of any exempt material.

## Declarations of interest (item 3)

1. The previously declared interests were noted. There were no conflicts of interest relevant to the meeting.

## Notes of the previous meeting (item 4)

1. The minutes of the meeting held on 2 July 2019 were agreed.

## Matters arising (item 5)

1. The actions from the meeting held on 2 July 2019 were noted as complete or in hand.
2. Gill Leng noted that the incoming clinical fellow, due to start in September, will map the linkages between NICE and the other What Works Centres as part of their placement.

## Evidence search process guide (item 6.1)

1. Marion Spring presented the amendments to the Evidence Search process guide, and asked SMT to agree these for implementation without a public consultation given these are editorial revisions or in response to external changes and previous business decisions. Marion highlighted the proposed retitling of the document from a process and methods manual to a process guide, and explained the rationale for standing down the Evidence Resources Reference Panel.
2. SMT supported the rationale for not undertaking a public consultation and approved the process guide for publication.

## IT and digital services functional alignment (item 6.2)

1. Alexia Tonnel presented the paper that built on the discussion at the SMT away-day in April and set out proposals for integrating NICE’s IT and digital functions under a single director; developing an integrated IT and digital strategy and enterprise architecture; and creating an integrated support function for SaaS tools.
2. SMT discussed the internal and external drivers for the proposals and supported the case for change. It was noted that the London office move is a further driver for the proposals, and raises the need to develop an IT and digital strategy for NICE that can inform planning for the new office. SMT noted the challenges of putting in place IT infrastructure that will enable seamless working across the ALBs in the new office and supported the intention for the ALBs to commission external support to advise on the possible IT solutions. SMT were mindful of the need to ensure that any solution for the London office supports, and does not detrimentally affect, the strategy for the whole organisation.
3. SMT supported the proposals set out in the paper, and noted the risks that will need to be carefully managed, in particular around knowledge transfer. It was agreed that Alexia Tonnel would consider the timeline and sequencing for implementing the changes to mitigate these risks, and develop the management of change proposals for affected staff. It was agreed that Alexia and Ben should brief staff in the two functions about SMT’s decision and the next steps. Andrew Dillon would also brief the Board, noting the link with the NICE Connect transformation activity.

ACTION: AT/BB/AD

## SMT deputies (item 6.3)

1. Andrew Dillon presented the paper that reminded SMT that when the role of SMT deputy was established in 2016 it was agreed to seek fresh expressions of interest every three years. He asked SMT to therefore consider the required next steps.
2. SMT agreed that formally designating deputies for the SMT members had proved extremely helpful. It was agreed that it remained appropriate to limit this opportunity to the highest graded direct reports to each director, and it was agreed that it would be beneficial to periodically seek fresh expressions of interest. It was noted however that in some cases, this was constrained by the requirement for the deputy to hold a professional qualification in the relevant discipline, or one direct report having a higher grade than colleagues.
3. Taking this into account, SMT reviewed the position for each deputy. It was agreed that:

* Judith Richardson would remain as the Deputy Medical Director given the need to be medically qualified for this role. As Nicola Bent had been the Deputy Health and Social Care Director for less than three years, she would continue in this role.
* Catherine Wilkinson would remain as the Deputy Business Planning and Resources Director given the need to hold a financial qualification for this role.
* Mark Salmon would remain as the Deputy Evidence Resources Director given he was the highest graded direct report to the Evidence Resources Director.
* Given the recent turnover in the CHTE senior team, Mirella Marlow would remain as Deputy Centre for Health Technology Evaluation Director until leaving NICE in 2020, following which fresh expressions of interest would be sought for the role.
* Fresh expressions of interest should be sought for the positions of Deputy Centre for Guidelines Director and Deputy Communications Director, using the process agreed in 2016.

ACTION: PC/JG

1. Nick Crabb confirmed that Jeanette Kusel would provide cover in his absence as his highest graded direct report. It was agreed Nick and Andrew would confirm the arrangements for this outside of the meeting.

ACTION: NC/AD

## EU exit (item 7)

1. Meindert Boysen briefed SMT on the Delivery Partners EU Exit No deal Readiness meeting with the Minister of State for Health, and noted the current focus of planning across the NHS. Meindert stated that a key priority for NICE over the coming weeks will be to contribute to discussions about the UK’s relationship with Europe in a ‘with deal’ exit scenario, and he would forward to SMT an email from the Department of Health and Social Care (DHSC) seeking views on this issue.

ACTION: MB

1. Gill Leng highlighted that Professor Keith Willett, EU Exit Strategic Commander and Medical Director for Acute Care and Emergency Preparedness, is convening a monthly meeting of the medical directors across the DHSC ALBs. Gill asked SMT to let her know of any matters they would like her to raise at these meetings.

ACTION: SMT

## NICE Connect: case for change (item 8.1)

1. Gill Leng introduced the item and stated that given the importance of the issue, she felt it useful for SMT to have the opportunity to review an early draft of the proposed paper to the September Board meeting on the next steps following the pilot phase of the NICE Connect transformation programme.
2. SMT reviewed the paper and agreed that it should be redrafted to provide a more strategic outline of the proposals for transforming NICE’s work, using language that is accessible to the Board, staff and wider audience. It was agreed that the paper should reference the learning from the pilot phase and outline how this has influenced the proposed next steps. The paper should make clear the decisions required by the Board, and also the resource implications of the proposals – including the activities that may need to cease in order to fund the transformation. In addition to informing the Board discussion, this information would also help the DHSC sponsor team feed the resource implications into the Government’s upcoming Spending Review.

ACTION: GL/SC

1. SMT discussed the potential changes to NICE’s internal organisation to deliver the transformation and agreed that Gill Leng would develop a draft new organisational structure for SMT to consider at the ‘time-out’ session on 25 July. These proposals, subject to the outcome of the SMT discussion, could then be summarised in the Board paper.

ACTION: GL

1. SMT discussed the proposed model for delivering the transformation, in particular the role and membership of the Connect boards and transformation delivery group. It was agreed this needs more consideration, including to clarify the relationship with SMT, and Gill Leng and Sarah Cumbers would therefore discuss further.

ACTION: GL/SC

## NICE Connect: resourcing content transformation (item 8.2)

1. Gill Leng presented the paper that provided an overview of the work required to transform NICE’s content as part of NICE Connect, and presented options for accessing specialist expertise to support this. Gill noted this is a significant piece of work, which is a crucial step in transforming the way NICE will work in the future. Given the scale of the change required and that this work will benefit from a fresh approach and expertise, it is proposed to seek external input to bring together contributions from staff.
2. Sarah Cumbers provided further background to this work, and the proposed next steps, noting resources are not yet in place to fund this additional expertise.
3. SMT recognised the importance of this work and agreed it is a priority for early investment should the Board agree to proceed with NICE Connect in September. SMT supported options 1 and 2 in the paper – i.e. testing the market for a new senior content specialist to lead the work on a permanent basis should the right candidate be identified, while also seeking consultancy support to cover any gaps in expertise following the recruitment. It was agreed that the job description for this new role and specification for the consultancy support should be developed so that this market testing could proceed if the Board approve the next steps for NICE Connect and the required funding in September. It was agreed this activity should look at both producing future content and the work required to convert NICE’s current back catalogue.

ACTION: GL/SC

## Weekly staff SMT updates (item 9)

1. SMT agreed the staff updates.

ACTION: DC

## Any other business (item 10)

1. It was agreed to include the London office move as a standing item on the SMT agenda.

ACTION: DC

1. Gill Leng noted that she recently met with Sir Mike Richards to discuss the potential recommendations from his review of cancer screening, which may have implications for NICE.