**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 1 October 2019

## Present

Andrew Dillon Chief Executive

Ben Bennett Director – Business Planning and Resources

Meindert Boysen Director – Centre for Health Technology Evaluation (from item 6.1 onwards)

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

Fiona Glen Programme Director and Deputy Centre for Guidelines Director

Alison Liddell Associate Director – Service Delivery and Programme Management, Evidence Resources (for item 6.1)

Marion Spring Associate Director – Information Services, Evidence Resources (for item 6.2)

Catherine Wilkinson Deputy Business Planning and Resources Director (for items 6.3 to 9 inclusive)

## Apologies (item 1)

1. Apologies were received from Paul Chrisp who was represented by Fiona Glen.

## 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 24 September 2019 were agreed.

## Matters arising (item 5)

1. The actions from the meeting held on 24 September 2019 were noted as complete or in hand.
2. Andrew Dillon asked Nick Crabb or another senior colleague to write to interested parties to inform them of the next steps with the NICE principles. This message did not need to come from the Chief Executive.

ACTION: NC

1. Ben Bennett updated SMT on the toilet facilities in the new London office. It is not possible to reconfigure the male facilities so they can be used in a gender neutral way. Therefore the urinals will be removed from the toilets in the staff side of the office and both sets of toilets in this area will be for women. Male staff will need to use the toilets in the meeting room area. SMT discussed this as a possible option which requires agreement with the other ALBs sharing the office.
2. SMT discussed the arrangements for visiting the new office. It was agreed to visit it at 9am on 22 October and then hold a shortened SMT meeting in Stratford at 10am. David Coombs would liaise with colleagues in the facilities team on the arrangements.

ACTION: DC

## Update on prioritisation of digital services activity 2019/20 (item 6.1)

1. Alexia Tonnel presented the quarterly update on the current roadmap of activity planned within the Digital Services (DS) team over the coming year. A higher than planned proportion of activity has been deployed on live services. This is due to work to meet accessibility regulations, improve cyber security, and deliver required updates to software. This has delayed some strategic transformation work, including on comment collection and identity management.
2. SMT reviewed the report and the updated roadmap. It was agreed that it would be helpful to have greater visibility of the roadmap for the next 3-4 years, and SMT members would discuss this further at the NICE Connect steering group.

ACTION: AT/GL

1. Meindert Boysen noted that a confidentiality handling system would deliver significant productivity savings, but is not currently planned as part of the roadmap. Alison Liddell stated that she has agreed with Jenniffer Prescott to undertake a short piece of work in early 2020 to look at the current challenges in this area and the intended benefits of such software. It would then be possible to consider whether a solution could either be procured or would need to be developed.

## Information services – application for a career break (item 6.2)

1. SMT reviewed the application for a career break from a member of staff in information services in order to extend their existing maternity leave.
2. SMT considered the request and noted the employee’s long service with NICE and the arrangements that could be put in place to cover the career break. On this basis, SMT approved the request. It was agreed that Ben Bennett would liaise with Grace Marguerie to confirm whether annual leave is accrued during a career break. SMT felt such accrual should only apply if this is a statutory or contractual entitlement.

ACTION: BB/GM

## Business planning 2020/21 (item 6.3)

1. Ben Bennett presented the updated proposals for the 2020/21 business planning round, which had been revised to reflect the outcome of the discussion at last week’s SMT meeting.
2. Andrew Dillon noted the proposed revised structure for the corporate business plan. He welcomed the proposed reduced length and stated that it should remain largely text based.
3. SMT discussed further the approach to business planning in the context of the NICE Connect transformation programme, and the changes to staffing and outputs that will be required to resource this. SMT agreed on the importance of developing centre and directorate plans, but noted these must take account of the outcome of the SMT’s and Board’s discussions on how to resource NICE Connect. As such, centres and directorates could not develop their plans until SMT had articulated the implications of the NICE Connect programme.
4. It was agreed the section on NICE Connect from the centre and directorate plans will help to shape the NICE Connect business plan, which will be produced as a separate document. This document would set out further how NICE Connect would be funded and sit alongside summary information in the corporate business plan on the transformation activity. It was agreed this approach would be discussed further at the SMT session on NICE Connect later today, along with the timescale for engaging senior teams and wider staff on the changes required to resource NICE Connect. The business planning timetable and guidance notes would then be updated accordingly.

ACTION: AD/GL/BB/CW/DC

## EU exit (item 7)

1. SMT noted a request for ALB staff to support the Government’s communications team with EU exit activity. It was agreed that as a small organisation NICE does not currently have this spare capacity.

## NICE Connect project (item 8)

1. No further update.

## London office move (item 9)

1. Catherine Wilkinson presented the list of NICE’s requirements for the IT facilities in the new London office. Alexia Tonnel noted that the other ALBs will prepare similar lists and then the IT consultant working on behalf of all the ALBs will review and identify a consolidated list of business critical requirements. A key issue for NICE will be to ensure that the IT solutions take account of the implications for NICE’s Manchester office.
2. SMT reviewed the list and supported moving to the approach used by the other ALBs in which staff are issued with laptops that can be used in meeting rooms or docked at dual screen workstations. It was agreed that it would be sensible to ensure this new approach is live several months before the move, with the procurement starting in the 2019/20 financial year. The aim would be to replicate this new approach across the Manchester site. It was agreed that VC/TC capability for staff working at home should be seen as business critical rather than aspirational. Andrew Dillon asked Catherine to feed these points back to the working group.

ACTION: CW

## Weekly staff SMT updates (item 10)

1. SMT agreed the staff updates.

ACTION: DC

## Any other business (item 11)

1. None.