**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 12 November 2019

## Present

Andrew Dillon Chief Executive

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

Danielle Mason Associate Director – External Communications (item 6.1)

Kelly Parry Data Protection and Information Governance Manager/Data Protection Officer (item 6.4)

Mark Perrett Lead Web Operations Engineer – Digital Services (item 6.5)

Barney Wilkinson Associate Director – IT and Procurement (item 6.5)

## Apologies (item 1)

1. None.

## 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 5 November 2019 were agreed as a correct record, subject to a minor correction to paragraph 9 and amending paragraph 20 to note that Gill Leng and Alexia Tonnel would jointly sponsor the data analytics paper to the November Board meeting.

## Matters arising (item 5)

1. The actions from the meeting held on 5 November 2019 were noted as complete or in hand.

## NICE Connect video (item 6.1)

1. Danielle Mason presented the latest iteration of the video that has been produced by an external agency to outline the vision and ambition for NICE Connect. Subject to any comments from SMT, the video will be shown at the morning session of the November Board and then finalised and launched after the general election purdah period. The agency will also develop short videos to publicise the main video on social media.
2. SMT reviewed and welcomed the video. SMT members fed back specific comments and suggestions, and it was agreed that the interview clips with stakeholders should be reviewed and potentially removed in order to reduce the video’s length. It was suggested these could instead potentially be used in the accompanying short promotional videos. SMT noted the external launch would take place after the general election purdah period and agreed to defer the video to the December Board Strategy meeting as this would provide more time to make the edits in response to SMT’s feedback. It was suggested that the communications team could film short interviews with staff that could be posted on the intranet to accompany the main vision video.

ACTION: DM/JG

## NICE guidelines programme scope and maintenance: vision and strategy (item 6.2)

1. Paul Chrisp presented the paper that set out the proposed vision and strategy for the future scope and maintenance of the guidelines programme. Subject to any comments from SMT the paper will be presented to the morning session of the November Board meeting.
2. Gill Leng noted that the paper sets out the response to the immediate pressures facing the guidelines programme but suggested further information on the broader context and external environment should be included if it is to be a strategy for the programme. In addition, it would be helpful to be more explicit on how the guidelines programme will be central to NICE Connect.
3. SMT discussed these points and the purpose of the paper. It was agreed that it should be refocused as a ‘case for change’ rather than a strategy, with amendments made to the format and content, including the addition of a new introductory section on the context for the proposals, and further information added on the link to the NICE Connect vision.

ACTION: PC

## New director post for science, advice and analytics (item 6.3)

1. Gill Leng presented the paper that set out the rationale for a new director post for science, evidence and analytics, and the accompanying changes in the senior management structure. Subject to any comments from SMT, affected staff will be briefed on the proposals tomorrow and the paper will be presented to the Board meeting next week. The HR team will also brief the union. Gill confirmed that the proposals have been shared with the sponsor team at the Department of Health and Social Care, who are supportive.
2. Andrew Dillon endorsed the proposals and suggested that the introduction is refocused to clarify that the primary rationale is to ensure director-level capacity is in place to lead this key area of work for NICE.
3. Nick Crabb noted that currently his role as Programme Director for Science Advice and Research is part-funded by income to the NICE Science Advice (NSA) service. He suggested this would no longer be appropriate once he ceases to hold management responsibility for this function and stated that he would also expect to have less input to NSA’s work once he transfers to the proposed new directorate. SMT discussed the issue and were keen to ensure NSA has access to the required science policy expertise. Nick confirmed that the arrangements for managing the transfer would be carefully planned with Meindert Boysen and Jeanette Kusel to ensure NSA has the required support. SMT agreed that once the handover had fully completed, NSA’s income would not be used to substantively fund the Programme Director for Science Advice and Research role and this should be noted as a cost pressure in the paper. It was noted that NSA would continue to be responsible for the NICE International function, with content re-use remaining with the Programme Director for Information Resources.
4. SMT discussed the proposal in the paper for the Associate Director for Data and Analytics to report directly to the new director alongside the Programme Director for Information Resources and the Programme Director for Science Advice and Research. Nick Crabb suggested maintaining the current interim arrangements of the Associate Director reporting to the Programme Director for Information Resources so the new director could consider the line management arrangements, including whether the data analytics work should sit alongside the science policy and research work under a single Programme Director. SMT discussed this proposal but agreed on balance it was preferable for the senior managers leading the three areas of the director’s responsibilities – science, evidence and data analytics – to report directly to the new role. Once in post, the director could then consider whether to adopt an alternative approach.
5. Subject to the above amendments and clarification of the rationale for Alexia Tonnel’s proposed new job title, SMT supported the paper for submission to the November Board meeting. It was agreed to take the paper to the public Board meeting given it is focused on strategic changes to the organisational structure and will be of interest to stakeholders.

ACTION: GL

## Information governance annual report (item 6.4)

1. Kelly Parry presented the information governance (IG) annual report for the November Audit and Assurance Committee meeting. She noted the completion of the Data Security and Protection Toolkit (DSPT) for the first time in 2018/19 which has enabled elevated access to NHS Digital data. Work is underway to complete the DSPT for 2019/20, with an action plan in place that includes extensive input from IT and Digital Services colleagues. Kelly noted the increase in requests from staff for support on IG issues, including inputting to data sharing agreements, contracts that involve processing personal data, and providing assurance to third parties on NICE’s controls for safeguarding their confidential data. It is believed this increased awareness has led to the higher number of reported data breaches in this period, rather than a reduction in the strength of controls. Kelly highlighted the further increased demands on the IG staff in the year ahead, including supporting NICE Connect programme and the associated transformation activities.
2. SMT discussed the increased number of data breaches and welcomed the process in place to review each incident and any learning points. It was agreed the report should reference this review and escalation process, in order to provide assurance to the Audit and Assurance Committee. Comparative information should also be added on the breaches in the previous reporting period. It was agreed that the look ahead to the next year should also note the need to support the proposed activities on data analytics.
3. Subject to these amendments, SMT supported the report for submission to the Audit and Risk Committee.

ACTION: KP

## ICT annual security report (item 6.5)

1. Alexia Tonnel presented the ICT annual report for the November Audit and Assurance Committee meeting. She acknowledged the report’s length but stated that the Committee have previously welcomed this level of technical detail.
2. SMT reviewed the report and thanked staff for their work in ensuring effective and secure IT and digital services. The report was agreed for submission to the Audit and Risk Committee subject to adding a short conclusion. It was agreed that the report should be refocused for next year to provide assurance to senior management through a less detailed and technical report.

ACTION: AT

## Digital services recruitment and retention scheme (item 6.6)

1. Alexia Tonnel withdrew the item to enable further discussion with finance and HR colleagues.

## EU exit (item 7)

1. No update.

## NICE Connect project (item 8)

1. Gill Leng noted that the two ‘lunch and learn’ sessions held in Manchester had gone well, with staff providing useful feedback.

## London office move (item 9)

1. Alexia Tonnel stated that the team have started work on purchasing laptops for staff to use in the new office in order to spread the cost between financial years. The scope for purchasing laptops for Manchester staff to enable a similar IT solution across both sites is also being considered.

## Chair and Chief Executive appointments (item 10)

1. Andrew Dillon stated that he is planning to inform staff of the delay to the Chief Executive recruitment process at next week’s all staff meeting. This would ensure candidates were aware of the revised timescale first.

## Weekly staff SMT updates (item 11)

1. SMT agreed the staff updates.

ACTION: DC

## Other business (item 12)

1. None.