**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 25 February 2020

## Present

Andrew Dillon Chief Executive

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

Catherine Wilkinson Acting Business Planning and Resources Director

## In attendance

David Coombs Associate Director – Corporate Office (minutes)

Nick Crabb Programme Director – Science Advice and Research

Martin Davison Acting Associate Director – Finance (items 7.1 and 7.2)

Joanne Holden Associate Director – MTEP and IP – Centre for Health Technology Evaluation (item 7.1)

Alison Liddell Associate Director – Service Delivery & Programme Management, Evidence Resources (items 7.1 and 7.2)

Mark Salmon Programme Director – Evidences Resources (item 7.1)

## 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 18 February 2020 were agreed as a correct record.

## Matters arising (item 5)

1. The actions from the meeting held on 18 February 2020 were noted as complete or in hand.
2. Andrew Dillon stated that he would reference the planning for Coronavirus and the capacity challenges in the technology appraisal (TA) programme in his update to the Board strategy meeting later this week. The latter issue will also be included in the CHTE director’s report to the March public Board meeting.

ACTION: AD/JG/MB

## February Board strategy meeting (item 6)

1. SMT noted the agenda, papers and arrangements for the Board strategy meeting on 26 February 2020.

## Digital health technologies pilot update (item 7.1)

1. Joanne Holden gave a verbal update on NICE’s pilot evaluation of 5 digital health technologies (DHTs). The 4 DHTs NICE was asked to evaluate have not progressed to a committee evaluation as data was not available and/or regulatory approval was not yet in place. A learning from the pilot has been to ensure that any future topic selection process excludes technologies without sufficient data or regulatory approval. The fifth DHT was identified by NICE and has progressed to the committee stage. The committee’s consideration of this topic has shown that the existing medical technologies evaluation process can be used to evaluate DHTs, with some potential adjustments. Joanne noted that the Evidence Standards Framework produced by NICE has been very well received, nationally and internationally, and is currently being updated further.
2. Mark Salmon noted that learning has been identified from each of the 5 DHTs and will be collated into a report for the steering group.
3. SMT noted the progress to date and agreed that SMT should receive a report on the lessons learnt and the proposed next steps.

ACTION: JH/MS

## Overview of the digital workplace activity and the CapGemini project (item 7.2) and finance and resource report (item 7.3)

1. It was agreed to consider these papers in parallel given they were interlinked.
2. Alexia Tonnel presented the first paper that provided an overview of CapGemini’s work to develop a digital workplace strategy for NICE. Alexia reminded SMT of the rationale and imperative for this work. She highlighted the information in the paper on the aspects of the commission previously agreed by SMT and asked SMT to approve the additional spend to complete the programme of work in 2019/20 and 2020/21 as set out in the paper. Alexia noted that the paper also seeks to address some of the concerns raised about the impact on staff who will need to contribute to the work, and the next steps following delivery of CapGemini’s outputs. On this latter point, she highlighted that NICE is not committed to a longer term relationship with CapGemini and the deliverables include a blueprint in a form that will enable NICE to consider the arrangements for taking this forward, which may include building an in house team, using external expertise programme managed by NICE staff, or engaging a consultancy. Alexia noted this is an area of significant expenditure and confirmed it will be closely monitored to ensure the agreed deliverables are met.
3. Catherine Wilkinson then presented the finance paper that provided an update on consultancy spend in the 2019/20 financial year and a more general update on the financial position at 31 January 2020. Catherine noted the increase in consultancy spend in the current financial year and highlighted the importance of robust controls and senior management oversight to ensure value for money. The paper set out proposals for strengthening governance in this area, including ensuring SMT approve all future consultancy spend following consideration of a business case.
4. SMT reviewed the two papers and discussed the issues raised. SMT confirmed the CapGemini work was an important activity and a priority for NICE Connect, addressing issues raised in an earlier report from Civica. SMT approved the expenditure on the consultancy work set out in the 2 reports, noting the assurance on the close management of the work.
5. SMT noted the input required from staff and confirmed the importance of communicating the value of this work and the benefits it will bring. It was therefore agreed that information should be included in the upcoming lunch and learn sessions to explain the tangible benefits for staff including how it will enable the roll-out of Office 365.

ACTION: AT/GL

1. SMT discussed the current and future arrangements for authorising consultancy spend. It was noted that currently the Department for Health and Social Care (DHSC) only require a business case to be submitted when the spend exceeds £1m. Spend below this amount is delegated to NICE on the expectation appropriate internal controls are in place. Moving forward SMT agreed that any consultancy spend should be submitted to SMT for approval, using the business case template for DHSC submissions. If the expenditure exceeds £250k, the Chief Executive with SMT, would consider if the spend was referenced in the corporate business plan, and if it was not, then it would be submitted to the Board for approval in line with the scheme of reservation to the Board. It was agreed these new arrangements should be added to a paper that is being prepared for the Audit and Risk Committee on spending controls, with this coming to the SMT for prior review, and the standing financial instructions should also be updated accordingly.

ACTION: CW

1. Martin Davison briefed SMT on the financial position at 31 January. He noted that the forecast underspend is £1.3m, which includes the planned expenditure on staff laptops. The outturn may though change depending on the level of expenditure on laptops, and any provisions that are required for events such as legal action or staff redundancies. Looking to next year, he noted that the DHSC are still to confirm NICE’s programme and capital funding.
2. Andrew Dillon noted that he is required to issue a ‘letter of comfort’ for whoever signs the 2019/20 annual report and accounts and asked for further information on what is required.

ACTION: CW

## EU exit (item 8)

1. Meindert Boysen updated SMT on NICE’s current and future input to DHSC activities in this area. As previously agreed by SMT, the risk register is being comprehensively updated to reflect that the UK has now left the EU and the planning is now focused on the future relationship between the UK and EU.

## NICE Connect (item 9)

1. Gill Leng briefed SMT on the recent hackathon.

## London office move (item 10)

1. Catherine Wilkinson presented the programme status report and stated that overall progress is positive. Discussions are ongoing with the DHSC about the responsibility for fitting out the workstations.
2. Alexia Tonnel updated SMT on the IT workstream and noted that the WAN is close to resolution. The other area of risk is the AV/VC solution in the meeting rooms and ensuring this is suitable for NICE given the likely position with the roll-out of Office 365 at the time of the move.

## Chair and Chief Executive appointments (item 11)

1. The position with securing the final approvals for both roles was noted.

## Weekly staff SMT updates (item 12)

1. SMT agreed the staff updates.

ACTION: DC

## Other business (item 13)

1. SMT noted the Independent Medicines and Medical Devices Safety Review is due to issue its report on 24 March. Appropriate reactive communications will be prepared.

ACTION: JG/MB/PC