**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 15 September 2020

## Present

Gill Leng Chief Executive

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Felix Greaves Director – Science, Evidence and Analytics

Jennifer Howells Director – Finance, Strategy and Transformation

Judith Richardson Acting Director – Health and Social Care

Alexia Tonnel Director – Digital, Information and Technology

## In attendance

Rebecca Threlfall Chief of Staff

Elaine Repton Corporate governance and risk manager (minutes)

Michael Toolan Clinical Fellow (items 7.1 and 7.2)

Fizzah Ali Clinical Fellow (items 7.1 and 7.2)

Elaine Cartwright Associate Director – Resource Impact Assessment (item 7.3)

## Apologies (item 1)

1. There were no apologies for absence.

## Declarations of interest (item 2)

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

## Notes of the previous meeting (item 3)

1. The minutes of the meeting held on 8 September 2020 were agreed as a correct record.

## Matters arising (item 4)

1. The actions from the meeting held on 8 September 2020 were noted as complete or in hand.
2. Following the discussion of NICE’s involvement in international collaboration efforts to co-ordinate the development and maintenance of COVID-19 evidence reviews, guidelines, and health technology assessments, Felix Greaves commented that the work on international collaboration, competitive collaboration and strategic partnerships would benefit from a discussion at the SMT retreat in light of the current activity which is sporadic across NICE. Meindert Boysen added that NICE International had challenged the scope of the work and queried whether it should sit within its remit. Gill Leng advised that the chairman is interested in this area and has suggested whether commissioning some external expert advice on handling strategic engagements would be helpful.

## Coronavirus (item 5)

1. SMT confirmed the decision at the gold group:
* To reduce the group’s meetings to Mondays only in future but to leave the Friday meetings in calendars in case of any urgent business.
* Staff should only travel between the Manchester and London offices by exception, and with the prior approval of their Director.

## September Board meeting (item 6)

1. SMT discussed the September board meetings noting that the morning session was likely to be tight on timings due to a number of substantial papers.
2. The afternoon session includes the Sharepoint M365 business case, and SMT agreed that the discussion in the public session should focus on approval to recruit key posts. Further detail on costs can be taken to the board at a later date.

## Sustainability Steering Group Terms of Reference (item 7.1)

1. Judith Richardson sought SMT’s views on updated terms of reference for the Sustainability Steering Group. SMT agreed that the internal corporate responsibilities for sustainability should be business as usual for the facilities team, reporting into Jennifer Howells. The strategic element needed to be taken forward in guidance and methods in order to have an impact across the NHS. It was agreed that a new strategic objective around sustainability would support this.
2. It was agreed that Felix Greaves needed to be involved to help committees influence methods development, and the work should link into the Process, Methods and Analytics Expert Group. Michael Toolan should continue to have a cross-cutting leadership role on sustainability, working across the work led by Jennifer Howells and the PMA Expert Group.
3. It was noted that the cross system group has been attended by a Clinical Fellow and this should continue for now with Jennifer Howells to consider whether anyone else should attend.

**ACTION: JH**

1. SMT had a general discussion about the number of groups they each attend and discussed whether Programme Directors and Associate Directors should have wider exposure where appropriate (sustainability being an example), whilst ensuring they have the authority to make decisions. Rebecca Threlfall offered to produce a paper detailing all the internal groups where SMT members are in attendance so that consideration can be given to delegating some work to their respective management team. Rebecca agreed to look for a date in early November for an SMT session to review the list of groups and discuss empowering teams.

**ACTION: RT**

1. It was also agreed to consider at some point in the future whether NICE should look to attain a Chartermark accreditation for sustainability. Rebecca Threlfall was asked to work with Jennifer Howells to explore options.

**ACTION: RT/JH**

## Sustainability Development Management Plan (item 7.2)

1. The paper proposed a sustainability development management plan setting out priorities and plans that could allow NICE to use its influence to make improvements and have impact in relation to sustainability.

1. SMT agreed to pause a decision on the aims for the next 2 – 5 years until after the Board had agreed the strategic objectives, then to bring a draft management plan back to SMT for discussion.

**ACTION: JR/MT**

## Resource impact assessment manual and tools update (item 7.3)

1. Elaine Cartwright presented a progress report on the work to update the Resource Impact Assessment manuals and tools and including the outcomes from the consultation events with internal and external stakeholders. It was noted that the existing two manuals have been rationalised into one which has received positive feedback.
2. SMT noted discussions with NHSE’s costing team about the costs to be used in the assessments as national tariffs or reference costs were no longer the most relevant for end users. Use of Patient Level Information Costing System (PLICS) data was proposed if NICE can be granted access.
3. It was noted that the stakeholder group had preferred the alternative RIA template. SMT supported proceeding with it and agreed to the RIAs from the last 6 months being re-published using the new format. Jennifer Howells stated that it would be interesting to review how accurate the original RIAs were. It was agreed to ask a Public Health Registrar to review a selection and test out the results with the new format template.

**ACTION: EC/JR**

1. Meindert Boysen added the RIAs do not take into account QALYs, which would be important to capture. Elaine confirmed that she was working with the guidance teams in CHTE and other relevant groups in response to feedback from the stakeholder groups which had requested inclusion of QALYs and resource planner data.
2. SMT noted the progress report and requested Elaine to continue to align the review work with NICE’s future strategic direction as the project develops.

**Guidance Executive and Publication Executive Standing Orders and Terms of Reference (item 7.4)**

1. Gill Leng sought SMT approval of changes to the membership of Guidance Executive and Publication Executive to reflect the new director roles. After a debate about SMT attendance at both groups and whether or not both groups were now still required, it was agreed in the interim that Felix Greaves becomes a member of GE and PE, Jennifer Howells will join PE, and the Associate Director – Resource Impact Assessment will join GE to provide a financially qualified perspective. Jennifer Howells requested sight of the GE minutes.

**ACTION: ER**

1. SMT agreed to undertake a review of the role and membership of GE and PE as part of the strategic review of meeting attendance and delegations in November (noted at minute 12 above).

**ACTION: RT**

## SMT virtual retreat (item 7.5)

1. Rebecca Threlfall presented a suggested agenda for the event on 28 & 29 September 2020. The strategic development sessions were in preparation for the board away day discussion in October. The chairman has requested SMT to bring to the October event their thoughts on future drivers for change which are strategically important.
2. It was agreed to defer the strategic engagement session to the additional SMT meeting being arranged for early November.
3. SMT were asked to give feedback to Rebecca Threlfall of any ideas or materials they require to be prepared in advance. Some felt the Myers-Briggs Type Indicators would be helpful to share and/or a more technical skills matrix which Gill Leng said would give a different perspective.

## EU exit (item 8)

1. Nothing to report.

## London office move (item 9)

1. Nothing to report.

## Other business (item 10)

1. **September board meeting** – Jane Gizbert advised that there was likely to be questions in the public board session about NICE's decision to rescind its endorsement of Dr David Unwin’s graphics translating the glycaemic load of foods into teaspoons of sugar (supporting our guideline on type 2 diabetes). SMT agreed the position statement to be given should the question arise.
2. **DIT Directorate** – Alexia Tonnel confirmed that Alison Liddell would be her nominated deputy.
3. **DIT Management of change** – SMT was updated on the DIT Directorate management of change exercise which had left one employee at risk. Alexia advised the individual has been given an extended notice period with the intention of offering re-training and development opportunities.
4. **Working from home allowance** – The basis for claiming the working from home allowance and the amended application form were confirmed. It was agreed that a more simplified approach based on previous home to office travel costs was more appropriate.
5. **Staff pulse survey** – The discussion from the Gold group meeting on Monday was re-visited in relation to the use of WHO measures for wellbeing in the next staff pulse survey. It was agreed that the WHO questions be removed and replaced with those consistent with previous surveys. The revised questions will be finalised at the next Gold group on 21 September.
6. **PHE and opportunities for NICE** – Gill Leng reported the outcome of a discussion with Jonathan Marron, DG at the DHSC regarding the functions of PHE which have not transferred to NIHP, which may be a good fit for NICE to take on. Gill has been requested to pull together a high level case.
7. SMT had a discussion of where NICE could potentially add most value and Gill agreed to produce a draft for discussion at SMT next week.

**ACTION: GL**