**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 15 December 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

David Coombs Associate Director – Corporate Office (item 6)

Shaun Rowark Senior Analyst – Adoption and Impact (item 7.3)

Moya Alcock Programme Director – Health and Social Care (item 7.4)

Nick Baillie Associate Director – Health and Social Care (item 7.4)

Grace Marguerie Associate Director – HR and Facilities (item 7.5)

Sebastian Maycock Programme Manager (item 8)

Elaine Repton Corporate Governance and Risk Manager (minutes)

**External guests**

Lynn Copp SCW Consultants (item 7.1)

Catherine Thomas SCW Consultants (item 7.1)

## Apologies (item 1)

1. There were no apologies.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3)

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

## Matters arising (item 4)

1. The actions from the meeting held on 8 December 2020 were noted as complete or in hand.
2. Alexia Tonnel confirmed that Andy Mitchell will begin work in January on mapping NICE’s existing technologies against external products to explore what NICE should consider using in the future.
3. SMT noted that the AV equipment will not be delivered to Redman Place until 18 December so is unlikely to be tested until the new year. Malik will be visiting the London office this week. He is also defining the AV requirements for the Manchester office which need to be Zoom and Teams compatible and progressed quickly, in parallel with the work in London.

## Coronavirus (item 5)

1. SMT confirmed the following decision taken at the gold group:

* That NICE should be involved in the Rapid C-19 Therapy Launch Pathway which was providing advice to the CMO, and requested MB, PC & FG (and potentially a TA appraisal committee chair) to consider all therapy review requests received, agree which requests NICE will respond to and report their decisions to Gold group.

## Board meetings (item 6.1)

1. SMT reviewed the agenda for the December Board strategy meeting.
2. Judith Richardson was asked to advise the chairman that there would be no Field Team members attending for the Implementation deep dive discussion.

**ACTION: JR**

1. The draft agendas for the January Board meetings were reviewed. It was queried whether we could include a slot on the organisational design work in the morning session. This was to be confirmed early in the new year depending on progress. Meindert Boysen agreed to ask Jen Prescott to contact the chairman to explain the CHTE process review and update which was planned for the public session.

**ACTION: MB/JH**

1. Where agenda items are presentations rather than a paper to be able to provide the most up to date position at the board, SMT agreed it would be helpful to have some guidance for when a presentation or a paper is most appropriate. David Coombs agreed to produce guidance. Gill Leng noted that she would still like presentations to be reviewed in advance at SMT meetings if they contain significant new information, in the same way draft papers are, before being circulated to board members. It was also noted that the chairman would now like presentations sent out on the Friday before the board meeting rather than the Monday evening. Therefore additional time needed to be factored in.

**ACTION: DC**

## Organisational design (item 7.1)

1. SMT were introduced to Catherine Thomas and Lynn Copp from NHS SCW, the consultants commissioned to deliver the organisational design project. Catherine and Lynn outlined the stages of the proposed design framework, the delivery timeline and their plans for engaging with SMT members, the Board and senior managers across NICE, including observing a range of internal meetings.
2. It was agreed that SCW would meet with SMT members and the chairman before Christmas.

## Finance Report (item 7.2)

1. SMT noted the finance report which confirmed the financial position as at 30 November 2020 and the full year forecast outturn. In light of the forecast underspend, SMT discussed opportunities for investment (eg in software), which may be able to be brought forward to start in early January 2021, whilst also noting there will be additional costs from the buy-back of annual leave and the new AV equipment.

## NICE Impact report: Cardiovascular Disease Management (item 7.3)

1. Shaun Rowark presented the draft impact report on CVD management and a ‘what next’ summary report for SMT’s comments ahead of its submission to the January board meeting. SMT requested amendments as follows:

* The quote from Prof Simon Ray on page 2 looks to be missing some text
* Add axes to all the graphs and generally review the layout of text where large text is extended across a page
* Change the colours in the graph on page 3 to better distinguish the geographical areas
* Include additional information on NICE’s involvement to support the AAC’s work on high-sensitivity troponin tests
* Review the prescribing of sacubitril valsartan graph on page 17 as NICE’s expected use looks much higher than the actual prescribing level, and include an explanation of the difference to provide context
* Reduce the number of patient quotes throughout the report and request a further thorough editing to be undertaken.

**ACTION: SR**

1. It was agreed the design of the impact report template needed to be reviewed. Jane Gizbert agreed to have her team look at it.

**ACTION: JG**

1. SMT discussed the ‘what next’ report and agreed that a separate report was not needed.
2. Shaun was asked to include a summary of the ‘what next’ paper in the covering report to the Board, highlighting the priority actions for NICE to work in partnership with the AHSNs and other national organisations, and to circulate the revised impact report and covering report for board to SMT for final comments and sign off.

**ACTION: JR/SR**

## NICE Strategy pre-launch engagement events (item 7.4)

1. Moya Alcock and Nick Baillie presented proposals for two pre-launch engagement events in February 2021 to socialise the NICE Strategy with key partners and explore opportunities for collaboration to implement the strategy.
2. It was agreed that the events be reduced to one hour. The proposed invite list was reviewed. It was agreed to aim for CEOs, plus representatives from the organisations who took part in the key opinion leader interviews, and anyone not on the list, who sits on the external engagement group. Moya was asked to circulate the invites in early January to ensure the dates were reserved, and to check the chairman’s availability.

**ACTION: MA**

1. SMT agreed that it would be helpful if SMT members could include the Strategy on the agenda for any external meetings they attend. Moya advised that she had collated a long list of meetings to target in addition to the pre-launch events. The NICE advisory committee chairs will be engaged separately by the respective Directors.

**ACTION: PC/MB/JR**

1. It was agreed to review progress at the next SMT meeting in January.

## Managing annual leave surplus (item 7.5)

1. Grace Marguerie asked SMT to approve a proposal to resolve the position of excess annual leave which staff have accumulated this year. It was proposed that NICE offers to buy-back up to five days annual leave, subject to the working time directive being met, as a one off this year due to the exceptional circumstances. This would be in addition to the option of carrying forward five days into next year, but with the caveat that staff must have taken a minimum of 20 days holiday this year.
2. It was proposed to continue to offer the benefit of purchasing an additional five days leave in 2021/22. The timescale for submissions to buy additional leave and sell back excess leave will be 4 – 31 January, with payments for excess leave being made in the February salaries. Grace was asked to produce a staff guide explaining the new arrangements for inclusion on NICE Space and a message in the CE’s daily communication this week.

**ACTION: GM**

## Senior Leaders and ET Team virtual retreat (item 7.6)

1. Rebecca Threlfall sought SMT’s comments on a draft agenda for the first joint ET and Senior Leader’s virtual retreat planned for 6 January 2021. SMT agreed the date was slightly early after the holidays and asked Rebecca to look for an alternative date in mid-January.
2. The content of the agenda was reviewed. Following a discussion of SMT’s preferred topics, it was agreed to retain a meeting on 6 January and to include a slot for the organisational design consultants to introduce themselves to the group and briefly outline their plans for working with NICE. The governance structure item would be deferred, and other items would be included for high level discussion.

**ACTION: RT**

## London office move (item 8)

1. Sebastian Maycock confirmed the formal opening of the second floor of Redman Place to staff will be on 18 January 2021 but there will not be any connectivity to the NICE network as there is still work to be carried out to the MER. NICE staff will have to use the guest wifi. Only minimal staff numbers should be encouraged to use the office space initially because of COVID restrictions. The CQC space at 151 BPR will be available until 15 January.
2. Sebastian confirmed that the office was now fully C-19 secure. The AV and print solutions were still outstanding. A desk booking system is being piloted. It was noted that the DHSC’s copy of the sub-lease has been sealed and posted but not arrived at their offices.

**Review of the meeting (item 9)**

1. SMT considered whether all agenda items were appropriate for the meeting. Jennifer Howells commented that the finance report could have been noted without a discussion of potential new bids.
2. It was queried whether the CVD impact report could have been dealt with via email for comments, however there was a question over quality control of the reports, and the ‘what next’ part of the paper did need a discussion by SMT. It was agreed that Publication Executive could undertake the quality check of impact reports in future, and they would not come to SMT.

**ACTION: JR**

1. Felix Greaves asked whether a paper on research recommendations should come to SMT. It was agreed that this was a strategically important area for NICE which should be included under the ‘strategic’ section of the revised ET agenda from January.

## Other business (item 10)

1. There were no further items of business, other than to wish all SMT a very happy Christmas and a good break.