

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 22 May 2018

Present

Andrew Dillon	Chief Executive
Gill Leng	Deputy Chief Executive and Director – Health and Social Care
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications
Alexia Tonnel	Director – Evidence Resources

In attendance

Mirella Marlow	Programme Director – Centre for Health Technology Evaluation
Nick Crabb	Programme Director - Scientific Affairs (item 7)
Sarah Cumbers	Associate Director – Guidance Transformation (item 6.4)
Alison Liddell	Associate Director – Service Delivery & Programme Management (item 6.4)
Grace Marguerie	Associate Director – Human Resources (item 6.3)
Judith Richardson	Programme Director, Quality & Leadership – Health & Social Care (item 6.1)
Rachel Ryle	Senior Manager, Quality & Leadership – Health & Social Care (item 6.1)
Marion Spring	Associate Director – Evidence Information Services (item 6.2)
Elaine Repton	Governance Manager – Corporate Office (minutes)

Apologies (item 1)

1. Apologies were received from Meindert Boysen who was represented by Mirella Marlow.

Freedom of Information and publication scheme (item 2)

2. The final minutes will be made available on the NICE website subject to the redaction of any exempt material.

Notes of the previous meeting (item 3)

3. The minutes of the meeting held on 15 May 2018 were approved.

Matters arising (item 4)

4. The actions from the meeting held on 15 May 2018 were noted as complete or in hand. It was agreed that there would be either a paper or a presentation to the June Board Strategy meeting on NICE's planned activities to celebrate the NHS's 70th anniversary.

ACTION: DM/JG

5. Mark Baker was still to confirm whether or not the property investment company of which Miss Nageena Khalique is a director, has interests in care homes.

ACTION: MB

Board meetings (item 5)

6. SMT reviewed the actions from the May Board meeting.
7. With regard to the relationships with the four key ALB partners, it was agreed that David Haslam should consider inviting chairs or members of the other national agencies to strategy group meetings, rather than to a Board dinner. Andrew Dillon agreed to speak with David Haslam to agree a schedule for three meetings per year.

ACTION: AD/DH

8. A briefing for the Board on NICE's digital future was to be discussed at the SMT retreat on 11/12 June, in the form of either a paper or presentation – still to be agreed.

ACTION: AD/GL/AT

9. It was agreed to include a reminder in YW@N confirming changes to the travel and subsistence and general expenses policy which required staff to be insured for business use if they used their vehicle to travel to meetings for work, and to provide copies of their documents to HR for validating.

ACTION: BB

10. SMT approved the agenda for the June Board Strategy meeting, removing the item on structured guidance authoring pilot: MAGICApp.

Engagement with NHS England (item 6.1)

11. SMT noted that the size and complexity of NHSE with staff continually moving to different roles, was making it difficult for NICE to identify and engage with colleagues in support of partnership and funded activities. The announcement that NHSE and NHSI intended to move to closer integration across their national and regional work programmes may provide NICE with different opportunities for engagement from September 2018. It was noted that it will be critical for the newly appointed Director for the Centre for Guidelines to build strong relationships with the National Clinical Directors.
12. SMT agreed to write to NHSE contacts in each of the main contract areas, in September, as the business planning process begins, to offer support at they move into their internal planning processes. Judith Richardson was asked to produce a short proforma for this purpose.

ACTION: JR

13. SMT supported the proposed next steps in paragraph 27. Additionally Andrew Dillon and Gill Leng agreed to make arrangements to meet with Ian Dodge and Matthew Swindells, to increase executive level engagement.

ACTION: AD/GL

Clinical Knowledge Summaries service – mobile application (item 6.2)

14. Marion Spring sought SMT approval to Clarity Informatics, the current service provider of the NICE Clinical Knowledge Summaries (CKS) content, releasing a

professional mobile app in the UK with a branding of NICE's choice. SMT noted that the use of apps was decreasing and discussed whether the utility of this app would offer users of the CKS service real additional value.

15. There was a strong feeling that if the app was to be introduced, NICE would need to be identified with it. This would set up an obligation for some validation or accreditation effort, with its attendant costs.
16. On balance the SMT concluded that neither the additional value of the app or the additional work involved for NICE, justifies its introduction. Marion Spring was asked to advise Clarity accordingly.

ACTION: MS

Approval process for appointments with salaries over £100k (item 6.3)

17. Grace Marguerie updated SMT on the DHSC's approval process for appointments on a salary greater than £100k. It was queried whether approval could be sought in advance where it was known that the total package would exceed the £100k limit. Grace advised that this may be possible in certain cases but for medical and dental appointments, it was not always known if additional merit awards were held by individuals.
18. Andrew Dillon asked Grace Marguerie to confirm the exact terms of the approval with the DHSC Remuneration Committee and report back to Andrew Dillon.

ACTION: GM/AD

Prioritisation of digital services activities 2018/19 (item 6.4)

19. Alexia Tonnel presented an overview of digital services planned activities in 2018/19 and sought SMT approval of the projects to be prioritised for development. The proposed roadmap of activity was discussed in relation to understanding where the maximum benefit would be delivered, notably through the Transforming Guidance Development programme.
20. SMT debated the scheduling of projects and challenged why some activity had been prioritised over others. It was agreed that further discussion was needed before a final decision could be made and that the forthcoming SMT retreat would provide the opportunity for this.

SMT Retreat (item 6.5)

21. SMT reviewed the proposed Agenda for SMT's away days on 11/12 June 2018. In light of the discussion at item 6.4, it was agreed that the evening session should be used to allow SMT members to reflect on their vision for NICE's digital future, in a session to be led by Alexia. It was also agreed that the morning session should be used to explore the issues raised by the work undertaken so far on MagicApp and on NICE pathways. It was agreed that Gill Leng would lead this session.
22. Further consideration was to be given to inviting relevant ADs to the morning session such as Sarah Cumbers, Andy Mitchell and Vince Doyle.
23. It was agreed that the business planning 2019/20 item be moved to a 'light' SMT Agenda in June. Jane Gizbert would lead the session on NICE's 20th birthday celebrations.

24. Andrew Dillon agreed to amend the Agenda and bring it back to SMT next week.

ACTION: AD

NICE Foundation (item 7)

25. SMT reviewed a draft report for consideration at the next Project Group meeting, ahead of the June Board meeting, seeking formal approval for establishing a new charity, The NICE Foundation. Subject to Board approval, the process will be to gain approval of the DHSC, the Treasury and the Charity Commission.

26. SMT discussed the report in detail and made the following key points:

- To broaden The Foundation's purpose to include 'to the life sciences industry **and others**' and to ensure the charity's Articles of Association were appropriately worded to cover future development and research ambitions.
- Agreed the addition of a staff structure chart would be helpful.
- Staffing implications for the business areas to transfer into the new legal entity, potential TUPE negotiations and pension arrangements. Ben Bennett was asked to begin exploring pension arrangements as a priority.
- Appointment of relevant and experienced Trustees with staged tenures.
- It would be helpful to secure letters of support for the proposal from key partners in the DHSC Sponsor Team, the ABPI, life sciences industry.

ACTION: AD

27. Nick Crabb agreed to make the amendments to the draft report to enable SMT to consider an updated version at the SMT away day on 12 June 2018.

ACTION: NC

Weekly staff SMT updates (item 8)

28. SMT agreed the staff updates.

ACTION: ER

Any other business (item 9)

29. No further items were raised.

The meeting closed at 1.20pm.