

# **NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

## **Senior Management Team**

### **Minutes of the meeting held on 9 October 2018**

#### **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

#### **In attendance**

David Coombs	Associate Director – Corporate Office (minutes)
Catherine Wilkinson	Associate Director – Finance and Estates and Deputy Business Planning and Resources Director

#### **Apologies (item 1)**

1. Apologies were received from Ben Bennett who was represented by Catherine Wilkinson.

#### **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.

#### **Declarations of interest (item 3)**

3. SMT's declared interests were noted. There were no conflicts of interest relevant to the meeting.
4. Catherine Wilkinson noted that she is a trustee of Age UK Lancashire. It was agreed this did not represent a conflict of interest relevant to this meeting.

#### **Notes of the previous meeting (item 4)**

5. The minutes of the meeting held on 2 October 2018 were approved.

#### **Matters arising (item 5)**

6. The actions from the meeting held on 2 October 2018 were noted as complete or in hand.
7. Catherine Wilkinson highlighted that the next finance update to SMT will include information on current funding from NHS England and the level of uncertainty about this moving forward. She asked that teams keep her and Martin Davison updated on discussions with NHS England regarding current and potential future activity undertaken on behalf of NHS England.

**ACTION: SMT**

### **Lone working policy (item 6.1)**

8. Catherine Wilkinson presented the proposed lone working policy, and highlighted that while NICE does not specifically employ “lone workers” as per the Health and Safety Executive definition, there are times when NICE staff will find themselves in situations that would be considered working alone. The policy lays out NICE’s expectations of them and reinforces the primary importance of personal safety above the execution of any work related duties. Catherine highlighted the union’s support for the policy.
9. SMT approved the policy subject to amending paragraph 12 to include additional text on actions staff could take to protect themselves when using public transport.

**ACTION: CW**

10. Andrew Dillon noted that the policy supports staff safety in a wider range of circumstances than working alone, including for example travelling to work. He asked that the policy is actively communicated to staff.

**ACTION: CW/JG**

### **Home working policy (item 6.2)**

11. Catherine Wilkinson presented the proposed revised home working policy. The previous policy was stood down as it dated back to 2006, with issues managed on a case by case basis in the interim. Catherine highlighted the main changes in this new version, which draws upon a range of functions in the Business Planning and Resources Directorate.
12. SMT reviewed the policy and agreed that the terminology on the different types of homeworking should be clarified. Staff who work 60% or more of their contracted hours at home are classed as permanent homeworkers, whose contractual base is their home. For other staff, there is the option of regular homeworking for up to 40% of their contracted hours, which requires a formal agreement and entails a contractual change; or ad-hoc homeworking which should be irregular and agreed on a case by case basis without a formal written agreement and contractual change. In addition to these clarifications, it was agreed that the policy should highlight that due to HMRC rules, contracted hours cannot be evenly split between home and work. One location (i.e. home or a NICE office) must be the designated base for at least 60% of the working hours.
13. Catherine explained why for taxation and logistical purposes homeworkers must reside in the UK, but noted that it is generally possible for staff to work up to 90 days outside of the UK, providing their main residence for tax purposes is the UK. SMT agreed that the policy should state that occasional and short-term working outside of the UK may be approved at the discretion of the line manager.
14. SMT discussed the homeworking approval checklist in appendix A and agreed several amendments, including to highlight that the first question to consider is whether the role can successfully be undertaken at home.
15. Subject to these amendments, and a minor amendment to paragraph 75, the policy was agreed.

**ACTION: CW**

### **Board strategy away-day papers (item 6.3)**

16. SMT reviewed the proposed papers for the October Board Strategy meeting and agreed a series of amendments. Directors were asked to submit the revised papers to David Coombs tomorrow, who would then standardise the formatting before sending these to the Board.

**ACTION: SMT/DC**

17. It was agreed that the lead Directors would give a presentation of 2-3 slides to introduce their respective sessions. Alexia Tonnel's presentation would include a demonstration of other pathway-like tools.

**ACTION: SMT**

18. It was agreed that the sessions would largely be run in plenary format, with the exception of session 3 on benefits realisation and a short post-lunch activity which would utilise smaller groups.

### **Directors' reports for the Board (item 6.4)**

19. Andrew Dillon presented the revised guidance for the content and presentation of the Directors' progress reports to the bi-monthly public Board meetings. He explained that the performance update in the Directors' reports should not include an update on every objective in the Centre/Directorate business plan; instead, Directors should select a small number of core objectives on which to report progress.

20. Andrew asked Directors to use the new format for the reports to the November Board meeting and stated that he could discuss any queries with individual Directors if needed.

**ACTION: JG/GL/AT/MB/PC**

### **Guideline committee chair appointment (item 6.5)**

21. Paul Chrisp presented the proposal to appoint Ros Levenson to the position of chair of the NICE guideline committee on shared decision making. He highlighted the due diligence undertaken and the declared interests, confirming there were no conflicts of interest specific to the guideline.
22. SMT approved the appointment of Ros Levenson as chair of the guideline committee.

### **UK Harkness Fellowships in Health Care Policy and Practice (item 6.6)**

23. SMT noted the invitation to nominate a candidate for the 2019-20 UK Harkness Fellowship in Health Care Policy and Practice. SMT noted that the scheme is aimed at 'mid career professionals' and agreed the Associate Directors are therefore the most likely target cohort at NICE.
24. It was agreed that HR should circulate information on the scheme to the Associate Directors, and ask for any expressions of interest. This email should highlight the personal commitment arising from participation in the scheme, which runs annually. Catherine Wilkinson was asked to pass this action onto HR in Ben Bennett's and Grace Marguerie's absence.

**ACTION: CW**

**NICE pathways (item 7)**

25. Gill Leng noted that work to identify a programme manager to support the pilot is underway.

**Weekly staff SMT updates (item 8)**

26. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 9)**

27. Andrew Dillon highlighted that the Minister has approved the proposal for NICE to introduce charging for the technology appraisal and highly specialised technologies programmes. This now requires approval from the Secretary of State. Andrew noted that the mechanism for charging remains under discussion between Government and industry.