

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 11 December 2018

#### Present

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Gill Leng	Director – Health and Social Care

#### In attendance

Moya Alcock	Associate Director – Corporate Communications and Deputy Communications Director
Mark Campbell	Acting Programme Director – Centre for Health Technology Evaluation
David Coombs	Associate Director – Corporate Office (minutes)
Fiona Glen	Programme Director – Centre for Guidelines
Alison Liddell	Associate Director – Service Delivery and Programme Management – Evidence Resources
Grace Marguerie	Associate Director – Human Resources (item 7.3)

#### Apologies (item 1)

1. Apologies were received from Meindert Boysen, Paul Chrisp, Jane Gizbert and Alexia Tonnel who were represented by Mark Campbell, Fiona Glen, Moya Alcock and Alison Liddell respectively.
2. SMT noted the meeting was not quorate. It was agreed to proceed with the meeting and discuss the majority of the items on the agenda. Any matters requiring an SMT decision would be presented for ratification at a future quorate meeting.
3. Andrew Dillon asked that in future the SMT agenda lists for information the items scheduled the following week's meeting, in addition to the existing information on upcoming Board meetings.

**ACTION: DC**

#### Freedom of Information and publication scheme (item 2)

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

#### Declarations of interest (item 3)

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

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

6. The minutes of the meeting held on 4 December 2018 were agreed in principle subject to ratification at next week's SMT meeting.

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

7. The actions from the meeting held on 4 December 2018 were noted as complete or in hand.
8. Ben Bennett provided an update on the action taken following the recent theft in the Manchester office, and the further actions planned including to install a safe.

### **December Board Strategy meeting (item 6)**

9. The agenda, papers and arrangements for the Board Strategy meeting on 12 December were noted.

### **Principal business objectives 2018/19 (item 7.1)**

10. Andrew Dillon presented the draft business objectives and accompanying high level actions that were based on the ongoing actions in the 2018/19 corporate business plan and the first draft of the 2019/20 centre and directorate business plans.
11. SMT agreed that it would be helpful to amend the objectives so they are more meaningful to an external audience, and to also revisit the ordering and presentation. In particular, it was agreed that the purpose and benefit of the objectives should be clearer, in order to demonstrate the rationale. It was agreed that Andrew Dillon would amend the objectives accordingly, prior to their incorporation in the draft business plan that will be presented to next week's SMT meeting.

### **ACTION: AD**

### **Indicating the strength of NICE recommendations: the use of 'consider' and 'offer' (item 7.2)**

12. It was agreed to defer this item to January given the apologies for absence.

### **Using the apprenticeship levy to support personal development (item 7.3)**

13. Grace Marguerie presented the proposal to pilot leadership and management qualifications for NICE staff using the apprenticeship levy. Grace explained the nature of the levy, under which NICE pays £125k each year. These deductions are made from the payroll and can be used for apprentice related training and development. Monies are however lost to NICE if they are not spent within 24 months of being paid into the fund.
14. Grace noted that NICE currently spends approximately £5k a month on apprentice related training and development as most of the apprentices are in junior roles undertaking level 3 courses. The current balance in the fund is £120k, and based on committed funds for current apprenticeships, the unspent total will rise to £150k by December 2019. Grace highlighted that the proposal to use the funds for a wider range of higher level apprenticeships for existing staff supports the focus on leadership development in the recently agreed workforce strategy.
15. SMT discussed the proposals, and supported these in principle providing they do not reduce the opportunities for new entry level apprenticeships. SMT discussed the requirement for learners to be given 20% of their contracted hours for development activities, and noted the flexibilities in how this can be met both in terms of the working pattern and types of development activity.

16. SMT discussed the criteria for participating in the proposed new courses and agreed that staff must meet the minimum educational standards set by the training provider and should normally have been with NICE for at least a year before participating in one of the proposed new apprenticeships. SMT noted the courses represent an investment by NICE and asked for clarification on whether staff could be required to pay back part of the cost if they left NICE within a certain time period. Subject to these clarifications, SMT agreed the proposals should be brought back to a quorate SMT meeting in January for ratification.

**ACTION: GM**

**EU exit (item 7.4)**

17. Andrew Dillon highlighted the letter about the Government's preparations for the UK leaving the EU in March 2019 in a 'no deal' scenario. Andrew stated that he would include a reminder in his presentation to this week's all staff meeting that NICE will pay for EU staff to register for settled status.

18. SMT noted the Government's preparations around the supply of medicines and agreed NICE's medicines and prescribing associates could help disseminate messages to the wider NHS if necessary. It was agreed that Louise Bate should liaise with Nicola Bent to alert the Department of Health and Social Care (DHSC) of this offer.

**ACTION: GL/NB/LB**

19. SMT noted that the Chief Executives of NICE and the MHRA will be writing to the DHSC to highlight the potential impact of a 'no deal' scenario on the timelines for publishing NICE's technology appraisal guidance.

**NICE Connect project (item 8)**

20. Gill Leng highlighted that Alexia Tonnel has drafted a paper on a potential bid for capital funding to support the digital developments required for NICE Connect. The paper will be presented to next week's SMT meeting for review.

21. Gill fed back from a recent meeting with the NHS England Medical Director and Chief Clinical Information Officer. Both were supportive of the NICE Connect proposals, but highlighted the need for the new software to link into with decision support systems in the NHS.

**Weekly staff SMT updates (item 9)**

22. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 10)**

23. None.