**National Institute for Health and CARE excellence**

Senior Management Team

# Minutes of the meeting held on 13 August 2019

**Present**

Andrew Dillon Chief Executive

Ben Bennett Director – Business Planning and Resources

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

**In attendance**

Nick Crabb Programme Director – Science Advice and Research

Nicola Bent Programme Director – System Engagement

Mark Salmon Programme Director – Evidence Resources

Liz Evans Associate Director – External Communications

Grace Marguerie Associate Director – Human Resources (for items 6.1 and 6.2)

Jane Lynn Head of Financial Accounts (for item 6.5)

Elaine Repton Corporate Governance Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Gill Leng, Jane Gizbert and Alexia Tonnel who were represented by Nicola Bent, Liz Evans and Mark Salmon respectively.

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

1. The final minutes will be made available on the NICE website subject to the redaction of item 6.5.

## Declarations of interest (item 3)

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

## Minutes of the previous meeting (item 4)

1. The minutes of the meeting held on 6 August 2019 were agreed.

## Matters arising (item 5)

1. The actions from the meeting held on 6 August 2019 were noted as being in hand. The following actions were raised:
2. **Expanding the TA and HST programmes to meet future demand** – Meindert reported that Grace Marguerie had provided advice on recruitment options for the additional technical analyst roles that will be required. A task force has been set up to work across NICE, to support teams with technical roles in CHTE, CfG and HSC.
3. **EU Exit** – Andrew Dillon confirmed that a response had been sent by Grace to the DHSC responding to the request to offer temporary staff resources due to the pressure on NICE’s own delivery programmes.

## Staff survey 2019 report and action plan 2019 (item 6.1)

1. Grace joined the meeting to present the 2019 staff survey results and to seek support for the action plan to respond to the issues raised. SMT welcomed the positive report showing that overall staff are happy with the culture and working environment at NICE.
2. It was agreed that it would be helpful for the board members to see a selection of the slides prepared by Survey Solutions to highlight themes and variations by age group, gender and location. Grace agreed to circulate the whole slide set to SMT members for information and select some key messages for presentation to the board at the morning session in September.

**ACTION: GM**

1. SMT reviewed the draft action plan. It was agreed that the question about how familiar staff are with NICE’s business plan was probably not the best way to establish the extent to which they understand NICE’s purpose and its priorities for the year. It was agreed that this question should be rephrased in next year’s survey.
2. Other themes discussed included training, career development and promotion; workload and demands; bullying and harassment and internal corporate communications. In relation to career development and promotion, it was noted that the number of internal promotions last year was 39 out of 49 internal movers which was a high for a small organisation. SMT noted the limited options to flex the Agenda for Change pay bands even for highly specialised roles, and that any changes to AfC would require DHSC and Treasury approval.
3. It was agreed that the work to create a set of values and behaviours (item 6.2 below), will be helpful in setting expectations of how staff should behave towards each other. Grace explained that the line manager training courses do cover how staff should be treated. SMT agreed that it would be worth exploring an on-line training course to tie into the values and behaviours work.

**ACTION: GM**

1. In relation to internal communication, it was felt that by and large, all the available channels were already being used and the challenge was to ensure that their potential is being fully explored.

## Values and behaviours: engaging staff in developing our ways of working (item 6.2)

1. Grace presented an update on plans to develop a set of NICE values and core behaviours and sought SMT’s view on the timing of the work and the approach to be taken to engage staff.
2. In response from Grace to a question about timing, the SMT agreed that there is no need to defer the work in order to integrate it with the NICE Connect transformation project but that it would be sensible for it to take place before the review of the standards of business code of conduct policy, which is due about now.
3. In terms of the approach to engaging staff in the process, it was agreed that the HR and Comms teams work together on an initial blog to begin the conversation about why NICE is doing the work. Staff will be asked to suggest three words that describe how they think we should behave towards each other. This could then be followed up by focus groups which look in more detail to develop a set of values and behaviours, to inform the business standards code of conduct.

**ACTION: GM**

1. The Board can be briefed on the proposal as part of its consideration of the discussion of the staff survey results at the August board strategy meeting.

## Public health advisory committee chair appointment (item 6.3)

1. Paul Chrisp sought SMT’s support for the appointment of Paul Lincoln to take over as replacement chair of PHAC F, following the resignation of the current chair following a new appointment as an interim CEO.
2. SMT approved Paul Lincoln moving from chair of PHAC E to chair PHAC F, with immediate effect and expressed their thanks to Paul for his continued support of NICE’s work.

## Optimal use of antibiotics: potential collaboration with the World Health Organisation (item 6.4)

1. Paul Chrisp advised SMT of an opportunity to collaborate with the World Health Organisation (WHO) to provide evidence-based recommendations on antibiotic choice for its Essential Medicines List (EML), using the evidence reviews used by NICE to generate its antimicrobial prescribing guidelines.
2. SMT discussed the resource requirements from NICE, particularly the extent of any opportunity costs which might arise, plus the impact of diverting existing resources away from current programmes which would have to be carefully managed.
3. SMT were in favour of progressing the opportunity and agreed to waive any fee for the re-use of NICE content, subject to completion of a re-use licence and a satisfactory MoU being drafted to protect NICE’s position.

**ACTION: PC**

1. Paul Chrisp agreed to liaise with Nicola Bent to discuss the potential impact on existing programme deliverables, and to prepare a briefing for the morning session of the September public board meeting. It was also agreed that Paul should contact Jane Newton to seek the DHSC’s support for the proposal.

**ACTION: PC**

## Internal audit report: financial reconciliations (item 6.5)

1. Jane Lynn presented the internal audit report of the financial reconciliations review which has been awarded a substantial assurance rating with three low level recommendations for improvement.
2. SMT congratulated the finance team and supported the draft management response to the audit actions.

## EU Exit (item 7)

1. SMT considered the consequences for NICE if Britain left the EU on 31 October with no-deal. The areas most at risk were expected to be the availability of medicines related to NICE guidance; the regulation of new medicines with the MRHA; the continuation of the UK’s involvement in Horizon 2020 and the CE marking of medical devices (new devices and re-registrations).
2. The EU exit oversight group was meeting on 19 August to review the recently issued internal audit report of NICE’s EU exit arrangements. Meindert agreed to prepare a slide for the August Board meeting to summarise the consequences and actions for NICE as a result of the no-deal exit from the EU.

**ACTION: MB**

## NICE Connect (item 8)

1. SMT were advised of the new starters in the transformation team and noted that the Transformation Programme Director role was out to advert with interviews planned for mid-September.
2. Nicola Bent agreed to prepare a slide on the hackathon, for the August Board meeting discussion of NICE Connect.

**ACTION: NB**

## London office move (item 9)

1. Ben had nothing further to update on the London office move.
2. It was noted that Michelle Rowlands was progressing the appointment of a space planner/office designer for the Manchester office improvements. Meindert queried whether the staff focus group who worked with the Facilities Team a year ago was still in existence as it would be helpful to start the conversation again with those people. This was agreed.

**ACTION: BB/MR**

## Weekly staff SMT updates (item 10)

1. SMT agreed the staff updates for inclusion in YW@N.

**ACTION: ER**

## Other business (item 11)

1. There were no further items of business.

The meeting closed at 12.20pm.