**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 1 September 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 (from item 6.3)

Alexia Tonnel Director – Digital, Information and Technology

## In attendance

Leighton Coombs Senior Programme Analyst (item 6.1)

Moya Alcock Associate Director – Corporate Communications (item 6.2)

Tanya Slinn Head of Digital Workplace (items 6.2 & 6.3)

Alison Liddell Programme Director – DIT Strategy and Governance (item 6.3)

Kelly Parry Information Governance Manager and DPO (item 6.3)

Grace Marguerie Associate Director – HR and Acting Deputy Business Planning and Resources Director (item 8)

Elaine Repton Corporate Governance and Risk Manager (minutes)

Rebecca Threlfall Chief of Staff

## Michael Toolan Clinical Fellow (observer)

## Apologies (item 1)

1. There were no apologies for absence.

## Declarations of interest (item 2)

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

## Notes of the previous meeting (item 3)

1. The minutes of the meeting held on 25 August 2020 were agreed as a correct record.

## Matters arising (item 4)

1. The actions from the meeting held on 25 August 2020 were noted as complete or in hand.
2. Gill Leng advised that she had spoken further with the chairman and Rosie Lovett about the Board’s feedback on the deliberative public engagement paper, which has been deferred from September pending further work. Gill agreed to speak separately with Felix Greaves to share the chairman’s views on how to shape the next iteration, and request that he takes this forward with Rosie.

**ACTION: GL/FG**

1. It was noted that the corporate risk register will be significantly reviewed and shortened when it is next considered in November. It was agreed that Jennifer Howells and Felix Greaves would review the risks assigned to them, with support from Elaine Repton.

**ACTION: JH/FG/ER**

1. Meindert Boysen confirmed that NICE’s response to Baroness Cumberlege’s report on the safety review of medicines and medical devices, would be shared with the MHRA as a courtesy, and agreed to follow this up with Kevin Harris.

**ACTION: MB**

## Coronavirus (item 5)

1. SMT confirmed the decision at the gold group to:
* approve an interim process for the Research to Access Pathway for Investigational Drugs in COVID-19 (RAPID-C19) for publishing on the NICE website.

##  Balanced scorecard reporting – data visualisation (item 6.1)

1. Leighton Coombs presented an example scorecard dashboard which is to be developed to assist with reporting on performance to the DHSC and for inclusion in the Chief Executive’s progress report to the Board. Gill Leng commented that this was a significant piece of work which needed to be aligned to the new strategic plan and business objectives for next year and was not anticipating that it would be implemented until April 2021.
2. Paul Chrisp stated that there was an opportunity to align the scorecard to the risk register and to the high level critical success factors within the strategic plan.
3. SMT members expressed a range of views on the grouping of indicators, metrics, phasing of performance, forecasting etc. It was agreed that Rebecca Threlfall would suggest a task force of people, including the operational productivity team within NICE Connect, to take the work forward from now until January, with a view to launching in April.

**ACTION: RT**

## Improving MS Dynamics 365 update (item 6.2)

1. Moya Alcock and Tanya Slinn reported on the status of the current MS Dynamics CRM system and asked SMT to consider options for its future use.
2. SMT noted that the current system was utilised by a number of teams and there are requests to widen its use however there are significant underlying issues with its original set up which need to be resolved before expanding access to more teams. Additionally, the existing web user interface for MS Dynamics will be turned off by Microsoft on 1 December meaning critical upgrade work must be carried out immediately to support continued use of the system in the short term. This work can be supported by the DIT team in conjunction with the existing support partner.
3. In the longer term a decision was needed on whether to resolve the issues with the current system or replace it with an alternative contact management system which would better meet the needs of NICE’s users, customers and stakeholders to deliver a more connected experience and potential make use of the planned investment in Sharepoint.
4. It was agreed that SMT needed to have a more informed discussion of the future requirements for an alternative NICE-wide CRM solution but in the immediate term to continue the current contract with SeeLogic including ongoing upgrades, with support from the DIT team.

## Microsoft 365 business case (item 6.3)

1. Alison Liddell presented a revised draft business case for the implementation of M365 which incorporated the feedback from SMT’s initial discussion on 11 August and sought approval for its submission to the September Board meeting.
2. SMT requested further amendments to the business case to provide:
* A re-cap of the detail the Board has seen and approved to date
* Clarity on the financial case - what is budgeted for and what is the additional amount requested is in the CSR bid and what is at risk if the bid is not successful
* The stop points at each stage of the programme where approval is conditional on future years funding being in place
* A re-work of the wording of para 21 regarding benefits of the programme to refer to re-prioritising work internally creating capacity to meet additional demands
* More emphasis on the strategic importance of this work for collaborating and improving efficiencies, including the benefits for the wider health system of being more interconnected
1. SMT discussed the sensitivities of some of the figures in the appendices to the report and agreed that these should only be shared with the Board in the morning session.
2. Alison Liddell was asked to work with John Pegington, Alexia Tonnel and Jennifer Howells to produce a final version of the business case for the Board, with an executive summary to be signed off by Gill Leng.

ACTION: AL/JP/JH/AT

## Financial accounting performance (item 6.4)

1. Jane Lynn presented the financial accounting and performance report as at 31 July 2020 for review ahead of its presentation to the audit and risk committee on 9 September. The report was agreed.

## EU exit (item 7)

1. Meindert Boysen advised that he was working with Eric Power and Rebecca Smith on an action from the August Board meeting to write a paper on NICE’s role in the health system more widely after the EU transition period. He also agreed to write a blog encouraging NICE staff who require EU settlement status to take action before the June 2021 deadline.

**ACTION: MB**

## London office move (item 8)

1. Alexia Tonnel and Grace Marguerie reported that the DHSC has now been advised that 2November will be the ‘current’ planned Practical Completion date for the Stratford office. This further delay will now impact the relocation of the NICE IT servers from Spring Gardens and the dilapidation works which need to be commenced.
2. Alexia was asked to investigate an interim solution for the servers with a telecom hosting service, until the Stratford main equipment room (MER) is available. SMT also considered whether an externally hosted service could be a solution for the longer term meaning NICE’s requirements of the Stratford MER would be minimal; currently NICE has the most equipment of all the ALBs. Meindert Boysen queried why NICE was not moving a cloud-based infrastructure solution but Alexia advised this was a significant and costly piece of work which required more time to consider.
3. It was queried whether there was an option to remain in Spring Gardens for longer rather than move the IT servers twice. Alexia agreed to ask the question and investigate the option of an off-site hosting service and provide feedback to Gill Leng to inform an all staff communication.

**ACTION: AT**

## Other business (item 9)

1. SMT noted the appointment of Simon Case as the head of the civil service and cabinet secretary.