**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 3 November 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

## In attendance

Alison Liddell Programme Director – Systems and Governance

Victoria Thomas Head of Public Involvement

Rebecca Threlfall Chief of Staff

Sarah Acton Senior HR Business Partner (items 6.2 and 6.6.)

Hilary Baker Programme Director – Transformation (item 6.2)

Sarada Chunduri- Associate Director – System Support (item 6.2)

Shoesmith

Fiona Glen Programme Director (item 6.2)

Helen Knight Programme Director – CHTE (items 6.3 and 6.4)

Angelina Morley HR Systems lead (item 6.6)

Kelly Parry Information Governance Manager and DPO (item 6.6)

Eric Power Programme Director – Centre for Guidelines (item 6.5)

Janet Robertson Associate Director – TA/HST programme (item 6.3)

Mark Salmon Programme Director – Information Resources (item 6.4)

Nicola Tyson OD and Training Specialist – HR Team (item 6.2)

Elaine Repton Corporate Governance and Risk Manager (minutes)

## Apologies (item 1)

1. Apologies were received from Alexia Tonnel and Judith Richardson who were represented by Alison Liddell and Victoria Thomas respectively. Gill Leng the meeting after item 6.3.

## Declarations of interest (item 2)

1. The previously declared interests were noted.
2. Felix Greaves declared a professional interest in item 6.4 (the digital health technologies pilot) having been involved in this work in his previous role with Public Health England.

## Notes of the previous meeting (item 3)

1. The minutes of the meeting held on 27 October 2020 were agreed as a correct record.

## Matters arising (item 4)

1. The actions from the meeting held on 27 October 2020 were noted as complete or in hand.
2. It was agreed that Jennifer Howells would arrange a briefing meeting with Gill Leng to provide an up to date position on the NICE’s financial position in preparation for the annual accountability meeting with DHSC on 16 November.

**ACTION: JH**

1. SMT discussed the timeframe for receiving feedback on the CSR bid and preparation of the draft business plan objectives for 2021/22, whilst also taking account of the future strategic direction work. Jennifer Howells stated that it will be challenging to have a fully worked up paper ready for circulation a week in advance of the 16 December Board strategy meeting.
2. It was agreed that SMT would need to utilise other meetings already in diaries in late November / early December to reach some early decisions on activities that can be stopped, paused or started, to have something to share with the Board in December, and leave the more in-depth discussions until January to enable alignment with the new strategic plan.
3. Meindert Boysen stated that senior teams require more clarity on the business planning timeframe and suggested a Gantt chart would be helpful. Rebecca Threlfall advised that she has been in correspondence with PDs about potentially establishing a PD’s forum to meet monthly. There is a meeting planned for 11 November at which she would raise business planning to engage the PDs, and extend the meeting invite to David Coombs and Martin Davison.

**ACTION: RT**

1. It was also agreed that the PDs group be asked to explore ideas for activities that could be paused/changed/stopped or started if necessary, and report back to the SMT session on 11 December. Jane Gizbert requested that the ADs in the Comms be included in this piece of work as there are no PDs in her directorate.

ACTION: RT/DC

## Coronavirus (item 5)

1. SMT confirmed the following decisions taken at the gold group:
* CHTE to continue to explore and develop the production of a rapid HTA assessment of remdesivir in treating patients with COVID-19 to inform procurement activity by the DHSC.
* To close the Manchester office during the November national lockdown and only open on Wednesdays for essential facilities and IT work and offer this one day per week as respite to staff who would still like to go in.

## Agenda for November SMT virtual retreat (item 6.1)

1. SMT reviewed the draft agenda for the SMT retreat on 12 November. SMT welcomed a discussion on streamlining the number of internal meetings to consider whether some can be stood down, avoid duplication of attendees or delegated to deputies to attend in their place.
2. It was also agreed to consider the principle of ‘unbossing’, how the new NICE Values and Behaviours relate to this work, and the commissioning of consultants to look at the organisational design.
3. Rebecca Threlfall advised that she was working with David Coombs on an exercise to map all the key internal meetings, who attends and how often the meet. This will be provided as background reading along with the terms of reference for the SMT and GE meetings.

**ACTION: GL/RT**

## NICE Annual equality report (including Workforce Disability Equality Standard (WDES) and Workforce Race Equality Standard (WRES) data) (item 6.2)

1. SMT reviewed the annual equality report for 2019/20 and considered the proposed objectives for 2020/24, for submission to the November public Board meeting.
2. Following a detailed debate, the report authors were asked to liaise to make the following amendments:
* Include a paragraph on the actions taken to address the guidance objective (in line with para 43 on how NICE has addressed the workforce objective)
* Amend the workforce data in para 41 to one decimal point
* Refine the forward-looking objectives for guidance committees picking up the recommendations from the NICE Equality and Diversity Group
* Remove the Workforce Race Disability Equality Standard appendix 1 for the report to the Board
* Add a ‘human’ narrative to frame the paper, working with the comms team
* To remove reference to EDI in reference to the new guidance objective
* Remove the appendices from the second paper.

ACTION: FG/SA/HB

1. It was agreed that the SMT equalities lead will be Jennifer Howells going forward. It was also proposed that Hilary Baker will take the leadership role on the guidance objectives and look to identify a resource within the Transformation Team to drive it forward.

ACTION: JH

## External secondment request (item 6.3)

1. Janet Robertson asked SMT to consider a request for a Technical Advisor in the technical appraisals team to join Health Education England on fixed term secondment until September 2022, working on the Better Health Programme.
2. Gill Leng stated that there was not a formal secondment policy in place but there were some high level principles that NICE Has used in the past, based around the benefits to NICE balanced against the risk of losing highly skilled members of staff and the impact that has on capacity.
3. SMT considered the options in this case and agreed to support the secondment subject to the line manager agreeing the leaving date and ensuring a leaving date is agreed that enables NICE to have the required capacity in place to replace this member of staff.

ACTION: JRo

1. The HR Team was asked to formalise a secondment policy for approval by SMT.

**ACTION: JH/GM**

1. It was agreed that Jeanette Kusel be asked to investigate NICE International becoming one of the NHS consortium members of the Better Health Programme, along with the other health ALBs.

ACTION: MB/JK

*Gill Leng left the meeting and Meindert Boysen chaired the remainder of the discussions.*

## Digital health technologies (DHT) evaluation pilot – completion report (item 6.4)

1. Mark Salmon and Helen Knight presented a report on completion of the digital health technologies (DHT) pilot, including the evaluation of topics through the Medical Technologies Evaluation Programme and the development of the Evidence Standards Framework (ESF).
2. The report proposed the ongoing evaluation of DHTs through business-as-usual within the CHTE programmes, subject to minor modifications being made to the current process and methods review work.
3. SMT requested amendments to the paper before submission to the Board:
* Remove table 2 on page 6 and the appendices to the report
* Reduce the overall length of the paper for the Board
* Add a covering summary paper which includes an explanation of how the work on the DHT pilot fits in with NICE’s strategic interest in digital health.

**ACTION: HK/MS**

1. Subject to the amendments requested, the report was agreed for submission to the Board for information.

## Repurposing Medicines Programme Board report (item 6.5)

1. SMT received a report on the work of the repurposing medicines programme board which developed recommendations on how to progress medicines repurposing in the UK.
2. It was noted that NICE has supported the programme board by providing a list of existing NICE recommendations on off label indications in the clinical guidelines programme and is keeping this list up to date as new clinical guidelines are published.
3. Eric Power advised that NICE has also supported the programme board to get agreement for national recommendations on repurposed medicines to be included in the BNF. The report's recommendations on providing clearer information on off label uses of medicines will be taken forward as part of the NICE Connect work on prescribing pathways. Eric was asked to enquire with the programme board whether there was the opportunity for patient groups to be involved in implementing the recommendations.

**ACTION: EP**

1. SMT agreed that NICE should support co-branding of the report, and asked Jane Gizbert to arrange a ‘soft’ comms launch.

ACTION: JG

## Hire Lab (item 6.6)

1. Kelly Parry advised SMT of data management issues and information governance risks which have been identified within the Hire Lab recruitment system. Following investigation several data breaches, near misses and technical issues had been uncovered which prompted urgent work with the supplier to rectify the problems. SMT was assured that all the risks had been addressed but were asked to agree to extend suspension of the system for one more week to allow final testing to be carried out.
2. One issue was outstanding relating to multiple supporting CVs being attached to applications where an applicant had applied for more than one role over time. Sarah Acton advised that HR was satisfied that no one had been disadvantaged.
3. In relation to current adverts, the HR Team are working closely with line managers to alert them to the previous issues. It was agreed that an all staff communication be sent once all the issues have been resolved to maintain confidence in the system.

**ACTION: SA**

1. Kelly Parry advised that her team were re-visiting the Data Protection Impact Assessment of the system, and agreed to capture the fact that applicants who do include their name and email in a CV, will be viewable by the hiring manager.

**ACTION: KP**

## Risk management (item 6.7)

1. Elaine Repton advised SMT of a request from the Audit and Risk Committee for a more in depth debate of the corporate risk register at their meetings, and for SMT to identify the risks of most concern. It was agreed that SMT would agree those when it approves updates to the corporate risk register, in line with the scheduled cycle.
2. SMT also noted a paper explaining NICE’s internal risk management process which the committee had requested. The paper was supported subject to including reference to the individual IT project risk registers maintained within DIT.

**ACTION: ER**

## Annual report and accounts timetable 2020/21 (item 6.8)

1. Elaine Repton presented the timetable for production of the annual report and accounts 2020/21. SMT reflected on the fact that the development process and level of engagement required from SMT is intense and asked the team to consider whether there are other ways of doing this. Elaine Repton advised that those on the project group found the timeline a useful discipline.
2. SMT questioned whether the production of the annual report in the way it was proposed in the paper was still providing added value, over and above the legal requirements for having an annual report in the first place. In particular, it asked the team to consider how the annual report fits with the development of a (separate) strategic plan.

**ACTION: ER**

## Membership of the GetReal Institute (item 6.9)

1. The paper for deferred for agreement outside of the meeting by Gill Leng.

## EU exit (item 7)

1. SMT noted that Eric Power had been requested to complete a return to Government in response to a request for a rapid assessment of winter readiness across the health and care system, coinciding with EU Exit.

## London office move (item 8)

1. Jennifer Howells confirmed the handover of the second floor of Redman Place to the Department of Health and Social Care (DHSC) had taken place on 2 November. Jennifer advised that she has asked for the COVID safe desk design to be reviewed.

## Other business (item 9)

1. There were no further items of business.