**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 24 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

Judith Richardson Acting Director – Health and Social Care

Alexia Tonnel Director – Digital, Information and Technology

## In attendance

Hilary Baker Acting Programme Director and Deputy Finance, Strategy and Transformation Director

David Coombs Associate Director – Corporate Office (minutes)

Sebastian Maycock London Office Move Programme Manager (item 9)

Rebecca Threlfall Chief of Staff

## Apologies (item 1)

1. Apologies were received from Jennifer Howells who was represented by Hilary Baker.

## 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 17 November 2020 were agreed subject to adding Hilary Baker to the attendance record and a minor amendment to paragraph 25.

## Matters arising (item 4)

1. The actions from the meeting held on 17 November 2020 were noted as complete or in hand.

1. Gill Leng asked Jane Gizbert to undertake a brief analysis of the background of the attendees at recent public board meetings and share this with SMT.

ACTION: JG

1. It was agreed that next week’s gold group meeting should receive an update on the work to ensure all NICE EU staff have the right to remain and on potential future opportunities and risks around recruitment following the end of the UK-EU transition period.

ACTION: GM

1. It was noted that Meindert Boysen and Jennifer Howells would consider the terms of reference and respective roles of the CRG and gold group following the decision to broaden these groups’ remit to consider the concurrent risks around EU exit, COVID-19, and winter. It was agreed to also consider whether the measures in the sit-rep need to be amended to reflect this wider remit.

ACTION: MB/JH

1. SMT noted the current work to look at the measures in the balanced scorecard as part of a wider review of management information through a working group led by Rebecca Threlfall. It was agreed that the membership of the working group should be shared with SMT, so directors could ensure their suggestions for new metrics in the scorecard are incorporated into the group’s proposals that are brought to SMT for review. It was agreed to aim to bring proposals to SMT in December.

ACTION: RT

## Coronavirus (item 5)

1. There were no decisions from the gold group to confirm.

## Board meetings (item 6.1)

1. SMT reviewed the actions from the Board meetings held on 18 November 2020. It was agreed that Gill Leng would liaise with Tracey Barr to confirm the proposed issues to cover in the strategy update to the Board in December and update SMT prior to tomorrow’s strategy development group meeting.

ACTION: GL/TB

1. SMT reviewed the agenda items for the December and January Board meetings and made a number of amendments. It was agreed that Gill Leng would lead a discussion at the December Board Strategy meeting on the approach for the Board gaining insight from the health and care system through feedback from the field team and external speakers. Gill would also discuss with the Chairman whether to expand this discussion to look at the wider structure and format for Board meetings.

ACTION: GL

## Evidence Quarter (item 7.1)

1. Rebecca Threlfall presented the paper on the Evidence Quarter and asked SMT to consider how NICE might want to participate.
2. SMT discussed the paper and agreed it would be helpful to build NICE’s relationship with the What Works Centres (WWCs), but this could most effectively be done through the formal structures in place, rather than membership of the Evidence Quarter. SMT therefore agreed not to join the Evidence Quarter at this point, but instead asked Rebecca Threlfall and Michael Toolan to look at NICE’s existing relationships with the WWCs and how these could be consolidated and strengthened, taking into account any synergies between NICE’s and the WWCs’ workplans. A paper should then come back to SMT setting out proposed next steps.

ACTION: RT/MT

## EU exit (item 8)

1. SMT noted EU exit was discussed at yesterday’s gold group and there were no further issues to discuss.

## London office move (item 9)

1. Sebastian Maycock presented the update from the programme board and stated he remains relatively confident staff will be able to use the office in January. The key risk is around the shared IT network, which Alexia Tonnel outlined further to SMT. It was agreed that the London office move risk register should be updated to reflect the risk and mitigations, and then brought to next week’s SMT meeting. This would enable SMT to formally consider the level of residual risk and agree whether to proceed with the shared IT network or instead adopt a standalone approach which would have operational implications.

ACTION: AT

1. SMT discussed the opening of the office and highlighted the need for a coordinated communications strategy across the ALBs to ensure a consistent message to staff. It was agreed that Jennifer Howells should raise this at the programme board and report back to SMT.

ACTION: JH

## Review of the meeting agenda

1. SMT agreed that the standing update on EU exit could be removed from the agenda given the gold group has been reconfigured to look at the concurrent risks around EU exit, COVID-19, and winter.

ACTION: DC

## Any other business (item 11)

1. Felix Greaves noted that NICE is likely to be part of a consortium bidding for NIHR research funding on long-COVID. The timescales are shorter than usual, with NIHR aiming to allocate funding in January 2021. Felix would circulate further information to Alexia Tonnel and Paul Chrisp to ensure their teams are appropriately linked into the bid.

ACTION: FG