**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 8 December 2020

## Present

Gill Leng Chief Executive

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

Alexia Tonnel Director – Digital, Information and Technology

## In attendance

Hilary Baker Acting Programme Director – Transformation (item 6.1)

David Coombs Associate Director – Corporate Office (minutes)

Jenna Dilkes Associate Director – Planning and Operations – Centre for Health Technology Evaluation (item 6.2)

Jeanette Kusel Director – NICE Scientific Advice (left part-way through item 9)

Kirsty O’Donnell Estates and Facilities Manager (item 6.2)

Malik Pervez Associate Director – IT Infrastructure and Operations (item 6.2)

Jenniffer Prescott Programme Director – Centre for Health Technology Evaluation (item 6.2)

Michelle Rowlands Estates and Facilities Manager (item 6.2)

Rebecca Threlfall Chief of Staff

## Also present

Holger Schunemann McMaster University (item 6.1)

## Apologies (item 1)

1. Apologies were received from Meindert Boysen who was represented by Jeanette Kusel.

## 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 1 December 2020 were agreed as a correct record.

## Matters arising (item 4)

1. The actions from the meeting held on 1 December 2020 were noted as complete or in hand.
2. Jennifer Howells noted that quotes have been received for two interim options to replace Hirelab while a longer-term option for an online recruitment system is explored. Until the interim solution is in place in January, the HR team are downloading the applications and sending these to recruiting managers, to avoid any inappropriate sharing of personal data.

## Coronavirus (item 5)

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

## e-COVID recommendation map demonstration (item 6.1)

1. SMT welcomed Holger Schunemann to the meeting who provided a demonstration of the e-COVID living recommendation map developed at McMaster University. The tool seeks to provide decision makers and other stakeholders, including patient representatives, the public, and users of recommendations, with an easy to navigate, living, freely accessible electronic platform that includes all trustworthy COVID-19 recommendations. Following questions from SMT, Holger explained the approach for populating, updating, and publicising the resource. He noted that funding is available until June 2021, with further grant funding sought to continue this work.
2. SMT thanked Holger for the demonstration, who then left the meeting. SMT discussed the next steps and agreed that Paul Chrisp, Fiona Glen (who attends the project’s executive team meetings on behalf of NICE), Hilary Baker and Alexia Tonnel would meet to discuss how NICE could engage with the project. SMT noted that McMaster developed the resource by building on an existing platform and agreed this could provide learning for NICE’s own content strategy. It was agreed that Andy Mitchell should be asked to map the existing software that is currently available and could potentially be used to deliver NICE’s content strategy, so that SMT could hold a further discussion on which, if any, to pursue further.

ACTION: AM/AT

## Redman Place AV options (item 6.2)

1. Michelle Rowlands briefed SMT on the feedback from the staff listening events on the requirements for the AV equipment in the new London office, which would then need to be replicated in the Manchester office. A key theme was that staff anticipate a mixture of meetings: while staff understood SMT’s preference of avoiding hybrid meetings, they felt it was inevitable such meetings may occur. Gill Leng stated that this reinforces the importance of the principle agreed at last week’s SMT meeting, that the experience must be the same for all attendees, regardless from where they are joining. It was suggested that where only a small number of attendees were in the office, and the majority were at home, it may be better for the office-based attendees to not sit together in a meeting room in order to support more equal participation between attendees. SMT also agreed that large meetings such as all staff meetings or centre/directorate meetings should take place virtually.
2. Malik Pervez outlined the technology that is being trialled for the internal meeting rooms in the new London office in the coming weeks to inform a potential wider purchase. SMT highlighted the need to thoroughly test this against the principles agreed last week, notably the need to ensure it delivers at least as good an experience as the fully virtual Zoom meetings, and that the experience for those at home is as good as for those in the office.

ACTION: MP/MR

## London office move (item 7)

1. Discussed under the preceding agenda item.

## Review of the meeting agenda (item 8)

1. SMT agreed the items on today’s agenda were appropriate. It was agreed that as part of the retitling of the group to the “Executive Team” in January, the refreshed agenda should include a session at the start of each meeting on “hot topics” that would enable directors to raise urgent issues that were not otherwise covered by the scheduled agenda items – this slot would also provide the opportunity to consider which items on the agenda should be prioritised for discussion. It was agreed that the existing section titled “for consideration and approval” should be split into a section on “strategic items for discussion” and “other items for decision”.

ACTION: DC

## Any other business (item 9)

1. Felix Greaves noted that a rapid response to a BMJ article is currently being drafted. It was agreed to share this with SMT members for the opportunity to comment.

ACTION: FG/ALL

1. Gill Leng asked that she is sent copies of the proposed slides for the December Board strategy meeting by Friday so that she could review them before circulation to the Board on Monday. Gill also highlighted that the actions from the SMT virtual retreat on 30 November had been circulated by email. Gill proposed sending virtual Christmas cards to key contacts at the ALBs, and would raise this with the Chairman. Rebecca Threlfall offered to help take this forward.

ACTION: GL/RT

1. Alexia Tonnel updated SMT on the work to review the business case for enabling a digital workplace in response to the discussion at the September Board meeting. Following feedback from consultants who have reviewed the initial business case, Alexia outlined a revised proposed approach of commencing some of the foundational work now, with more limited consultancy support. This would seek to clarify NICE’s objectives and enable a more focused business case to be developed for the Board in April. SMT members gave initial support in principle for this approach and agreed that a slide explaining the planned next steps and rationale should be developed for the December Board Strategy meeting.

ACTION: AT

1. Jennifer Howells updated SMT on the appointment of consultants to review NICE’s organisational design following a procurement process. It is hoped the consultants will be able to attend next week’s SMT meeting to introduce themselves, with the aim being for them to present their recommendations to the February Board strategy meeting. The linked work on strategic engagement was not awarded, and the next steps for this are being considered.