

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 3 January 2017

#### Present

Gill Leng	Director – Health and Social Care (Deputy Chief Executive and meeting chair)
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources (items 1-5)
Jane Gizbert	Director – Communications
Alexia Tonnel	Director – Evidence Resources

#### In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Sarah Acton	Senior HR Business Partner – Specialist Services (item 6.1)
Lorraine Howard-Jones	Associate Director – Human Resources
Mirella Marlow	Programme Director – Centre for Health Technology Evaluation (Deputy CHTE Director)
Judith Richardson	Programme Director – Health and Social Care (item 5)
Lorna Squires	Senior HR Business Partner – Operations (item 5)

#### Apologies (item 1)

1. Apologies were received from Andrew Dillon and Carole Longson, with the latter represented by Mirella Marlow.

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

2. The final minutes will be made available on the NICE website subject to the redaction of any exempt material.

#### Note of the previous meeting (item 3)

3. The minutes of the meeting held on 20 December 2016 were approved.

#### Matters arising (item 4)

4. The meeting reviewed the actions from the meeting held on 20 December 2016 and noted that all actions were complete or in hand.
5. Lorraine Howard-Jones agreed to clarify the position with the implementation of the decision to close the NICE offices during the night.

**ACTION: LHJ**

6. Alexia Tonnel confirmed that as per the SMT decision, she will seek feedback from the Department of Health on the proposed approach for handling requests for the international reuse of NICE content. Until such feedback is received, SMT agreed that the pricing framework agreed on 20 December could be used to respond to such requests.

**Proposed changes in the Centre for Guidelines, Health and Social Care directorate and Communications directorate (item 5)**

7. SMT considered the thematic summary of comments received during the Management of Change (MoC) consultations, and the proposed management response.

Centre for Guidelines

8. Mark Baker outlined the response to the consultation in the Centre for Guidelines. The fundamental structure remains unchanged from that proposed in the consultation paper. However, in light of the consultation comments, there are revised proposals affecting the technical analysts in the public health programme, and the administrative resources across the Centre. Further non-pay savings offset the additional costs arising from these amendments. Overall therefore, the Centre will deliver the agreed level of savings.
9. SMT approved the proposals for implementation.
10. It was agreed the paper should be amended to include a short summary of the action taken in response to the consultation feedback.

**ACTION: MB**

Health and Social Care directorate

11. Judith Richardson outlined the response to the consultation in the Health and Social Care directorate. In light of the comments, there are three amendments to the proposed changes in the Quality and Leadership programme. These affect the administrative support in the quality team, the senior technical capacity for quality assurance of standards and indicators, and Consultant Clinical Adviser capacity. No changes to the System Engagement programme are proposed from those outlined in the consultation paper.
12. Mirella Marlow noted the reduction in Consultant Clinical Adviser capacity and asked whether the Health and Social Care directorate will continue to provide professional leadership for medical staff across NICE. Gill Leng confirmed the directorate will continue to do so, including support for revalidation and appraisal.
13. SMT approved the proposals for implementation.
14. Gill Leng asked Judith Richardson to ensure the rationale for the changes is consistent between the consultation paper and the summary of consultation responses.

**ACTION: JR**

Communication directorate

15. Jane Gizbert outlined the response to the consultation in the communications directorate. The proposals are largely unchanged from those in the consultation paper, with only minor amendments to some job titles and job descriptions. The savings target will therefore be achieved.
16. SMT approved the proposals for implementation.

17. It was agreed the paper should be amended to include a short summary of the action taken in response to the consultation feedback. Also, the paragraphs should be numbered.

**ACTION: JG**

18. SMT noted that the proposals are partly driven by changes in the communications directorate's activities and a shift to digital media. It was agreed that SMT should receive an update on these initiatives.

**ACTION: JG**

Implementation and next steps

19. Lorna Squires and Lorraine Howard-Jones then briefed SMT on the next steps in terms of implementing the changes following the consultation. Appointments to the new structure will commence with the most senior roles, moving through the grades in descending order. SMT noted the challenging timetable and the importance of adhering to the proposed dates for each stage.

20. Lorna highlighted that the proposed process is line with NICE's policy, other than the reduction in the period that posts are advertised for to one week. Unison have been briefed on the proposals, and support the proposed approach. Lorraine noted that NICE has received approval from the Department of Health for the potential redundancy payments, and will need to keep the Department updated on such costs as the position becomes clearer as positions are appointed to.

21. SMT agreed the following next steps:

- LHJ to inform Unison of the outcome of the SMT discussion
- Management teams to cascade outcome of consultation to affected staff, informed by a template briefing from Joline Wiseman (JW)
- Final version of the summary of the consultation responses to be provided to JW by Wednesday
- LS to upload to NICE Space the summary consultation outcomes, detailed comments and responses, and list of vacancies and advertisement schedules on Thursday
- YW@N to include a message on the outcome of the consultation, indicate that detailed information is on NICE Space, and highlight the importance of staff managing their diaries to facilitate the completion of the interview timetable.

**ACTION: LHJ / MB / JR / GL / JG / JW / JG / LS**

22. SMT thanked HR and the relevant management teams for their work in delivering the consultations.

**Learning Management System (item 6.1)**

23. Lorraine Howard-Jones and Sarah Acton briefed SMT on the Learning Management System (LMS), which is being introduced as part of the workforce strategy. Sarah demonstrated the LMS, highlighting that on launch it will enable staff to book on to internally run events and complete e-learning modules. Further development phases will see the launch of the e-appraisal with PDP actions and performance objectives visible to individuals and managers which are easy to maintain and update.

24. SMT discussed e-appraisals and raised a number of comments, including the importance of ensuring the functionality is live before the start of the appraisal cycle, and minimising the burden on staff and managers in completing the documentation. It was agreed that Lorraine Howard-Jones would update SMT on the appraisal functionality in February, addressing these comments and clarifying the proposed e-appraisal documentation. This will enable SMT to consider the extent to which the LMS should be used for the 2017-18 appraisals.

**ACTION: LHJ**

**Weekly staff SMT Updates (item 7)**

25. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 8)**

26. None.

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