

**NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

**Annual General Meeting and Public Board Meeting held on 18 July 2018  
at Oxford Town Hall, St Aldate's, OX1 1BX**

These notes are a summary record of the main points discussed at the meeting and the decisions made. They are not intended to provide a verbatim record of the Board's discussion. The agenda and the full documents considered are available in accordance with the NICE Publication Scheme.

Present

Sir David Haslam	Chair
Professor Sheena Asthana	Non-Executive Director
Dr Rosie Benneyworth	Non-Executive Director
Professor Angela Coulter	Non-Executive Director
Professor Martin Cowie	Non-Executive Director
Professor Tim Irish	Non-Executive Director
Dr Rima Makarem	Non-Executive Director
Tom Wright	Non-Executive Director

Executive Directors

Sir Andrew Dillon	Chief Executive
Professor Gillian Leng	Health and Social Care Director and Deputy Chief Executive
Professor Mark Baker	Centre for Guidelines Director
Ben Bennett	Business Planning and Resources Director

Directors in attendance

Meindert Boysen	Centre for Health Technology Evaluation Director
Jane Gizbert	Communications Director
Alexia Tonnel	Evidence Resources Director

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
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**18/053 APOLOGIES FOR ABSENCE**

1. Apologies were received from Elaine Inglesby-Burke.

**18/054 DECLARATIONS OF INTEREST**

2. The declared interests were noted, with Meindert Boysen noting that his entry in the register of interests will be updated to include his role as Director on the Board of the International Society for Pharmacoeconomics and Outcomes

Research. It was confirmed there were no conflicts of interest relevant to the meeting.

### **18/055 MINUTES OF THE LAST MEETING**

3. The minutes of the Public Board Meeting held on 16 May 2018 and the Board meeting held on 20 June 2018 were agreed as correct records.

### **18/056 MATTERS ARISING**

4. The Board received an update on the actions from the Public Board meeting held on 16 May 2018, noting that:
  - The covering paper for item 18/063 at this meeting includes information on the activities to promote previous impact reports. Future impact reports will include information on variation in uptake across demographic groups and geographical areas where this data is available.
  - The audience insight survey on implementing NICE guidance and quality standards will be repeated in two years.
  - The health and safety policy has been issued following the Board's approval, and staff will be advised of the insurance requirements when using their own vehicle to travel to a meeting as part of their NICE role.
  - It is not possible to definitively state how many individual users are accessing the British National Formulary through the various digital platforms, given that a single user may be accessing the content through multiple devices and platforms.

### **18/057 CHIEF EXECUTIVE'S REPORT**

5. Andrew Dillon presented his report, describing the main programme activities to the end of June 2018 and summarising the financial position at the end of May. Andrew highlighted the PRIMA (Preliminary Independent Model Advice) service, which is part of the suite of services offered by NICE Scientific Advice to assist companies put together their value proposition to the NHS. He noted the Government has instituted a 'pause' in the use of vaginally inserted surgical mesh for the treatment of stress urinary incontinence (SUI) and prolapse, which reinforces the conditions set out in NICE's interventional procedures guidance.
6. Andrew congratulated Paul Chrisp on his appointment as Mark Baker's successor as Director of the Centre for Guidelines.
7. In response to a question from the Board, Andrew confirmed NICE will be meeting with the recently appointed chair of the Accelerated Access Collaborative in due course.

8. The Board received the report. It was agreed that the consequences of the budget impact test on the timescale for market access should be evaluated and reported to the Board. This is likely to be in six to nine months once sufficient information is available.

**ACTION: Meindert Boysen**

### **18/058 ANNUAL REPORT AND ACCOUNTS 2017/18**

9. Andrew Dillon presented the annual report and accounts 2017/18 which have been laid before Parliament.
10. The Board received the annual report and accounts.

### **18/059 FINANCE REPORT**

11. Ben Bennett presented the report which outlined the financial position at 31 May 2018. At the end of this period there was a revenue under spend of £0.2m against the original budget, which was primary attributable to vacant posts. The full-year forecast position is for the under spend to increase slightly due to further under spends on vacant posts. The capital allocation for 2018/19 is yet to be confirmed by the Department of Health and Social Care, but this is likely to be £0.5m.
12. The Board received the report.

### **18/060 ANNUAL WORKFORCE REPORT**

13. Ben Bennett presented the annual workforce report that outlined the composition of the workforce at 31 March 2018, and key issues of note over the year. Ben noted that the workforce strategy is being updated and will be brought to the Board shortly. He welcomed Grace Marguerie, Associate Director, Human Resources, to the meeting.
14. Board members made a number of observations on the report, including the data on exit interviews; retention of apprentices; the ongoing high proportion of staff who continue to utilise flexible working opportunities; recruitment challenges; and access to training for staff. In response, Grace Marguerie highlighted the actions to continue to increase the response rate to exit interview surveys, and noted that NICE is in line with wider benchmarking in having career progression as the most commonly cited reason for staff leaving. It was noted that a number of apprentices have remained at NICE in either substantive employment or a higher level apprenticeship following an initial apprenticeship at NICE. Grace stated that the appointment of a recruitment manager has enabled a more strategic approach to recruitment, and this will feature in the workforce strategy, particularly with reference to technical roles where

recruitment challenges remain. The strategy will also look at staff learning and development, and health and well-being.

15. The Board received the report and requested that the variation in the take-up of external training courses between the centres and directorates is explored.

**ACTION: Ben Bennett**

16. A member of the audience noted the discrepancies between the profile of those applying for roles at NICE, and the overall staff profile, most notably in respect of disability and ethnicity. In response, it was noted that this pattern is seen in other organisations using the NHS jobs website for recruitment, also that recruiting teams do not see the personal details of those applying for roles when reviewing applications at the short-listing stage.
17. A member of the audience asked how any future reduction in the number of people from other European Union (EU) countries working in the UK could affect NICE. Andrew Dillon stated that the overall number of NICE staff from other EU countries is currently relatively small, however the ability to recruit staff from outside of the UK has been particularly helpful in some technical roles which have recruitment challenges.

#### **18/061 ANNUAL REVALIDATION REPORT**

18. Gill Leng presented the annual revalidation report that outlined the policies, systems and processes needed to support the appraisal and revalidation of doctors. The report also highlighted the position on revalidation for other registered health and care professionals, and the actions NICE has put in place to address this. Gill thanked Rosie Benneyworth and Martin Cowie for their contribution as members of the Revalidation Committee.
19. The Board received the report and approved the 'statement of compliance' which confirms that NICE, as a Designated Body, is in compliance with the Medical Profession (Responsible Officers) Regulations.

#### **18/062 PUBLIC INVOLVEMENT PROGRAMME ANNUAL REPORT**

20. Gill Leng presented the annual report from the public involvement programme (PIP), which included highlights of NICE's public involvement activities during 2017/18, and the action taken in response to the strategic review of public involvement agreed by the Board in July 2017. Gill welcomed Victoria Thomas, Head of Public Involvement, to the meeting and thanked Victoria and the PIP team for their work.
21. The Board discussed the report, in particular the further work planned as part of the initiative to make public involvement 'everyone's business' at NICE. Victoria Thomas highlighted a proposal to include public involvement in the induction programme to ensure new staff are aware this is central to how NICE works,

and added that it is also important to continue to work with technical staff to reinforce the importance of public involvement. Following a suggestion from the Board, it was agreed that it would be helpful to explore the scope to include commitment to public involvement in HR processes such as recruitment and appraisals.

**ACTION: Gill Leng and Ben Bennett**

22. Following a question from the Board, Gill Leng clarified the role of the Expert Panel, which is distinct to the Citizens Council. Andrew Dillon noted that proposals for the future role of the Citizens Council will be brought to the Board shortly.
23. The Board received the report and thanked the public involvement programme for their work.
24. A member of the audience who is a lay member of one of NICE's technology appraisal committees highlighted the scope for further improvements in respect of producing documentation in plain English. She suggested that the ability to write in plain English is included in the person specifications for technical roles that produce reports for a lay audience.

#### **18/063 NICE IMPACT: FALLS AND FRAGILITY FRACTURES**

25. Gill Leng presented the report on how NICE's guidance is being used in the national priority area of falls and fragility fractures. The report notes the positive impact of NICE's guidance in this area, and the scope for further improvements in the uptake of NICE's recommendations. As requested by the Board, the covering paper includes information on the activities undertaken to promote the impact reports.
26. A Board member asked about the NICE Field Team's engagement with ambulance services in this area of NICE guidance, given ambulance staff may often attend a fall without transferring the patient to primary or secondary care. Gill Leng stated that there has previously been engagement with ambulance service colleagues, and she would look into the extent of current and further planned activities.

**ACTION: Gill Leng**

27. The Board received the report and confirmed the importance of continuing to work with national partners such as the Care Quality Commission to promote the dissemination and implementation of NICE's guidance on hip fractures.

**ACTION: Gill Leng**

28. A member of the audience highlighted the importance of looking at the cluster of relevant co-morbidities that can increase the risk of slips, trips and falls.

29. A member of the audience queried the proposal to bring forward the impact report on mental health, and highlighted that it will not therefore be able to evaluate the impact of the forthcoming depression in adults guideline, which has been delayed. In response, Paul Chrisp, currently Programme Director responsible for the impact reports, explained the rationale for the proposed timing of the reports, and stated that the guideline could feature in a future mental health impact report should sufficient data be available.

#### **18/064 NICE QUALITY STANDARDS LIBRARY**

30. Gill Leng presented the report that outlined the background to the quality standards library, and progress to date with development of the agreed topics. Mark Baker further explained the information in appendix 2 of the report and confirmed that following future anticipated referrals or completion of guidelines planned or in development, it is expected that only a very small number of guidelines will not have a quality standard. Andrew Dillon highlighted the benefit of quality standards as a resource to measure and promote quality.
31. Following a question from the Board, Gill Leng outlined the engagement with partners to promote quality standards across NHS, public health, and social care services. Chris Connell from NICE's Field Team highlighted further planned activities with the local government sector.
32. The Board noted the report.

#### **18/065 – 18/069 DIRECTORS' REPORTS FOR INFORMATION**

33. Mark Baker noted this was his last Director's report to the Board, and placed on record his appreciation to Christine Carson and Andrew Gyton in the Centre for Guidelines for their work in producing these reports.
34. The Board received the Directors' Reports.

#### **18/070 AUDIT AND RISK COMMITTEE MINUTES**

35. Rima Makarem, Chair of the Audit and Risk Committee, presented the unconfirmed minutes of the Audit & Committee meeting held on 20 June 2018.
36. The Board received the unconfirmed minutes.

#### **18/071 ANY OTHER BUSINESS**

37. On behalf of the Board, David Haslam paid tribute to Mark Baker's outstanding contribution, and wished him well for retirement. Andrew Dillon added his personal thanks, highlighting Mark's work leading the guidelines programme and his broader contribution as a member of the Senior Management Team.

## **NEXT MEETING**

38. The next public meeting of the Board will be held at 1.30pm on 19 September 2018 at King's Hall, Kingsway, Stoke-on-Trent, ST4 1JH.

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