

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 3 April 2018

Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications
Gill Leng	Director – Health and Social Care
Mirella Marlow	Acting Director – Centre for Health Technology Evaluation
Alexia Tonnel	Director – Evidence Resources

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Elaine Repton	Governance Manager: risk assurance (item 5.2)
Barney Wilkinson	Associate Director – IT and Procurement (item 5.3)
Catherine Wilkinson	Associate Director – Estates and Finance (item 5.1)

Apologies (item 1)

1. None.

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.

Notes of the previous meeting (item 3)

3. The minutes of the meeting held on 27 March 2018 were approved.

Matters arising (item 4)

4. The actions from the meeting held on 27 March 2018 were noted as complete or in hand.
5. It was agreed that an update on the PPRS negotiations should be brought to the Board in May or June, when there is further information available on a proposed agreement between government and industry.

Health and safety policy (item 5.1)

6. Ben Bennett presented the updated health and safety policy, which has been rewritten in line with the most recent Health and Safety Executive (HSE) guidance. The policy has been developed by NICE's health and safety group, which will now review each of the referenced policies.
7. SMT reviewed the policy, noting the work to strengthen the completion of risk assessments by staff working at home. SMT discussed the provisions on office safety and agreed it would be helpful to brief staff about actions to help prevent and respond to terror attacks.

ACTION: CW/JG

8. A number of minor amendments to the policy were agreed, including to clarify that the facilities team will work with colleagues in the relevant centre/directorate to ensure a personal evacuation plan is in place for each committee member with restricted mobility, which includes a 'buddy' from the programme team. Also, to clarify that NICE will reimburse up to £50 for glasses if the optician has certified they are required for DSE usage. Subject to these, and other minor drafting amendments, SMT agreed the policy, which will now be presented to the Board for formal ratification.

ACTION: BB/CW

9. It was agreed that each quarter the Finance and Resources report to SMT should include an update on health and safety matters, including incidents.

ACTION: CW/BB

Policy on declaring and managing interests for board members and employees (item 5.2)

10. Elaine Repton presented the feedback from Unison representatives on the draft policy which broadly focused on two issues: the types of interests that are to be declared, and the action in response to breaches of the policy.
11. SMT discussed the feedback and confirmed that the supporting frequently asked questions should clarify that membership of a charity, political party or trade union does not need to be declared. However, holding office in any such organisation would need to be declared if this is relevant to NICE's work. SMT agreed that holding office in a political party would be relevant to NICE's work and should be declared.
12. It was agreed that where an investigation concludes formal action following breach of the policy is required, NICE's disciplinary policy would be followed. Paragraph 39 of the policy should be amended accordingly.

ACTION: ER

Introducing software as a service in the NICE workplace (item 5.3)

13. Alexia Tonnel presented the paper on the risks and benefits of increasing NICE staff's access to public cloud-based Software as a Service (SaaS). These SaaS applications have the potential to improve productivity across NICE teams, enabling greater collaboration and interactions internally and with external stakeholders. However, there are cyber security and information governance risks associated with increased use of SaaS. Alexia highlighted the proposed actions to help mitigate these risks.
14. SMT reviewed the paper and agreed that the potential benefits of SaaS outweigh the risks, and therefore supported the introduction of SaaS applications with suitable risk management. SMT reviewed each of the proposed actions to mitigate the risks of introducing SaaS applications, noting these will not fully eliminate the risks.
15. Recommendation 1, to put in place a transparent assessment process for reviewing the use and purpose of SaaS applications, was agreed. It was agreed that Ben Bennett will chair the panel, which should be broadened to include

communications directorate representation and two SMT members to provide a view of the benefits to NICE of the proposed software. It was agreed that any Director disagreeing with the panel's decisions could escalate the matter to SMT if required.

16. In line with recommendation 2, it was agreed that the panel would produce a list of recommended applications that will be published on the intranet with conditions of use and restrictions. In assessing an application's suitability for use, the panel would consider whether the application can be available for use across NICE. If use is to be restricted, the panel should consider the process for managing access to the software, and who in NICE would retain responsibility for overseeing this. It was agreed that the responsibility for ongoing approval of an application remains with the assessment panel.
17. SMT agreed the actions under recommendation 3 to apply stringent security criteria in producing the list of recommended applications, only allowing in exceptional circumstances platforms that cannot be integrated with the NICE username/password system. It was agreed that only SaaS applications that store data in accordance with UK and EU data protection law should be used.
18. The actions under recommendation 4 were broadly supported, including the development of training materials for staff that outline the risks of SaaS applications, informed where relevant by case studies. IT and Corporate Office should identify the required amendments to corporate policies to reflect the introduction of SaaS software, with the amendments brought back to SMT for approval as necessary. SMT agreed on the importance of managers raising awareness of the revised policies and arrangements for accessing SaaS, but confirmed the assessment panel should be responsible for ensuring applications remain suitable for use.
19. SMT supported the actions under recommendation 5 to strengthen the network's resilience to malware, and delegated to Ben Bennett authority to authorise the required investment in protective software.
20. SMT supported the proposed next steps in the report and requested a follow-up report in July that should include the initial SaaS applications approved by the assessment panel.

ACTION: BB/AT

The NICE Foundation (item 5.4)

21. Andrew Dillon provided a verbal update from the project group's first meeting on 28 March, which considered the rationale for the proposal and the process for seeking approval to establish the Foundation. The next meeting, at the end of April, will consider the financial case, HR issues, and the organisational form.
22. SMT discussed the scope of the Foundation's potential activities. Andrew Dillon asked SMT to identify if any of NICE's current grant in aid funded activities could potentially be undertaken more effectively by the Foundation.

ACTION: SMT

Impact of the transfer of scientific affairs programmes on the Centre for Health Technology Evaluation (item 5.5)

23. SMT noted the paper on the impact on the Centre for Health Technology Evaluation (CHTE) of the transfer of the scientific affairs programmes from CHTE to the line management of the Chief Executive on 1 April 2018. It was noted that depending on the feasibility of establishing the NICE Foundation, SMT will be asked to consider proposals for aspects of the scientific affairs programme functions that should be retained within NICE.

Business planning (item 6)

24. It was noted that the Department of Health and Social Care (DHSC) have requested amendments to the version of the 2018-19 business plan that was approved by the NICE Board on 21 March. Andrew Dillon asked David Coombs to request clarity from DHSC on the rationale for the amendments.

ACTION: DC

Weekly staff SMT updates (item 7)

25. SMT agreed the staff updates.

ACTION: DC

Any other business (item 8)

26. None.