

# **NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

## **Senior Management Team**

### **Minutes of the meeting held on 17 April 2018**

#### **Present**

Gill Leng	Deputy Chief Executive and Director – Health and Social Care (meeting chair)
Ben Bennett	Director – Business Planning and Resources
Mirella Marlow	Acting Director – Centre for Health Technology Evaluation
Alexia Tonnel	Director – Evidence Resources

#### **In attendance**

David Coombs	Associate Director – Corporate Office (minutes)
Moya Alcock	Associate Director – Corporate Communications and Deputy Communications Director
Christine Carson	Programme Director and Deputy Centre for Guidelines Director
John Davidson	Associate Director – External Communications (item 5.1)
Grace Marguerie	Associate Director – Human Resources (item 5.2)
Jeremy Shaw	Editorial Project Manager – Communications (item 5.1)

#### **Apologies (item 1)**

1. Apologies were received from Andrew Dillon, Mark Baker and Jane Gizbert, with the latter represented by Christine Carson and Moya Alcock respectively.

#### **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 10 April 2018 were approved.

#### **Matters arising (item 4)**

4. The actions from the meeting held on 10 April 2018 were noted as complete or in hand.

#### **Annual report and accounts (item 5.1)**

5. John Davidson presented the draft (version 1) of the 2017/18 annual report and accounts, which subject to any comments from SMT will be presented to the Audit and Risk Committee and Board Strategy meetings on 25 April. SMT is scheduled to see the fully populated report (version 2) on 1 May, and the designed report (version 3) on 29 May, prior to review and approval by the Board in June.
6. SMT reviewed the draft. It was agreed to structure the section on NICE's work around the nature of the outputs, rather than the internal organisational structure, and agreed that the supporting quotes should be from external commentators rather than NICE senior management. SMT identified a number of changes to specific sections of the text, including relating to the guidelines programme. It was agreed that additional text should be added on NICE's work internationally, and the expanded resource impact activities including to support the budget impact test.

MedTechScan would more appropriately be covered in the 2018/19 annual report. It was agreed that the cover paper for the Audit and Risk Committee and Board Strategy meeting should outline the revised focus for the annual report and accounts, as previously agreed by the Board, and clarify the input sought from Board members at the meetings on 25 April.

**ACTION: JD / JG**

**Flexible working and working time policy (item 5.2)**

7. Grace Marguerie presented the proposed policy, which has been written in partnership with Unison. Following benchmarking with similar organisations, a number of amendments to the existing policy are proposed including to add the option of annualised hours, and remove provisions on job share, and flexible start and finish times. A new standalone policy on flexible retirement will be created; currently such requests are handled on a case by case basis.
8. SMT reviewed the draft policy and agreed that it should be focused on flexible working, and the provisions solely relating to working time should be removed. It was agreed that paragraph 15 should be revised to state all reasonable requests will be considered in light of business needs. The policy should also reference the supporting detailed guidance on the process for considering such requests that will be developed. It was agreed that the template documentation should include a prompt to consider whether flexible working arrangements are subject to a trial.
9. SMT considered whether to introduce an option of term time working. It was noted that NICE's work continues throughout the year, and therefore it would create a challenge to cover an employee's absence during school holidays. It was agreed not to include term time working as an explicit option. This would enable any request for term time working to be considered on a case by case basis taking account of the specific nature of the role and the impact on NICE.
10. Subject to the above amendments, SMT approved the newly retitled flexible working policy.

**ACTION: GM / BB**

**AI and Apps Executive Board (item 5.3)**

11. SMT discussed the letter from the Chief Clinical Information Officer (CCIO) for Health and Social Care about digitisation and artificial intelligence.
12. SMT also discussed wider issues around NICE's role in assessing other digital technologies. It was agreed that it would be helpful to clarify this role with partners in the health and care system, and also consider the arrangements within NICE for coordinating activities around digital technologies. Gill Leng stated she would discuss these issues further with Andrew Dillon, together with NICE's contribution to the work outlined in the CCIO's letter.

**ACTION: GL / AD**

**May 2018 elections: Cabinet Office guidance on conduct (item 5.4)**

13. SMT discussed the guidance. It was noted that the Communications Directorate have not identified any activities that should be deferred in light of the elections, but communications activity will take account of the guidance as appropriate.

**Business planning (item 6)**

14. Ben Bennett briefly updated SMT on the impact of the proposed pay award for staff on Agenda for Change terms and conditions, noting that the award is not expected to negatively impact on the 2018/19 financial plan.

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

15. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 8)**

16. None.