

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Confirmed minutes of the meeting held on 24 July 2018

Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Meindert Boysen	Director – Centre for Health Technology Evaluation
Jane Gizbert	Director – Communications (items 1 to 7.4)
Gill Leng	Director – Health and Social Care (items 1 to 7.1)
Alexia Tonnel	Director – Evidence Resources

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Paul Chrisp	Programme Director and Deputy Health and Social Care Director (from item 7.2)
Grace Marguerie	Associate Director – Human Resources (items 7.1 to 7.4)

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.

Declarations of interest (item 3)

3. The declared interests were noted. There were no conflicts of interest relevant to the meeting.

Notes of the previous meeting (item 4)

4. The minutes of the meeting held on 17 July 2018 were approved.

Matters arising (item 5)

5. The actions from the meeting held on 17 July 2018 were noted as complete or in hand.

Board meetings (item 6)

6. SMT reviewed and noted the actions from the Board meetings on 18 July, and agreed the agenda items for the Board Strategy meeting on 15 August. It was agreed to consider feedback from the 2018 annual conference at the August Board Strategy meeting, and discuss the strategy for the most effective use of the Field Team at the morning session of the September Board meeting.

ACTION: JG/GL

Staff survey results 2018 (item 7.1)

7. Grace Marguerie presented the draft results from the 2018 staff survey, and highlighted the key findings and next steps.
8. SMT welcomed the overall high response rate, but noted this was lower for London based staff. It was agreed that it would be helpful therefore to undertake further activities to encourage staff in the London office to complete next year's survey. The methodology for calculating the response rate should also be checked to ensure it excluded vacant posts.

ACTION: GM

9. Andrew Dillon queried the rationale for selecting the response options in the survey, in particular why some questions were single option and others had a five point scale. He asked that this is reviewed for next year to ensure a clear and consistent approach.

ACTION: GM

10. SMT reviewed the results and welcomed the improvements since last year. In particular SMT welcomed that the proportion of respondents who rated NICE positively was 95% in 2018 compared to 81% in 2017. The areas for further improvement were discussed, notably bullying and harassment, and career development opportunities. It was noted that career development would form part of the upcoming refreshed workforce strategy. Ben Bennett highlighted that options for improving the Manchester office environment are being explored, and SMT supported a proposal to look at adding plants to the office.
11. In relation to bullying and harassment, it was agreed directors should receive the free text comments in their centre/directorate to help them consider any specific actions required. SMT agreed to hold a further discussion to consider what could be done to ensure managers and wider staff are clear on the expected behaviours at NICE.

ACTION: GM/AD

12. It was agreed that a thematic analysis of the free text comments should be produced for the report to the Board, which would list the 10 most commonly listed issues. 'Word maps' should be developed for the questions on what people most enjoyed about working for NICE, and the one important change people would make. Benchmarking data should be added to the report where the questions feature in other organisations' surveys. SMT agreed that a summary would be helpful at the start of the report, and the demographic data could be removed as the high response rate provides assurance the respondents reflect the overall staff profile.

ACTION: GM

13. It was agreed that the report, with these requested amendments, should come back to SMT before wider circulation across NICE.

Parent policy (item 7.2)

14. Grace Marguerie presented the proposed new parent policy, which outlines the entitlements that were previously contained in the leave policy. Splitting the two

policies is best practice and results in more accessible documents targeted at specific audiences. Grace highlighted that the proposed policy is in line with best practice, and uses gender neutral language.

15. SMT approved the policy, subject to a minor amendment to paragraph 6.

ACTION: GM

Whistleblowing policy (item 7.3)

16. Grace Marguerie presented the proposed new whistleblowing policy, which is heavily based on the NHS Improvement model policy for NHS organisations developed following the Francis Report. The proposed policy also takes account of the learning from a whistleblowing investigation in 2017.
17. SMT discussed the type of matter that would likely need to be raised under the whistleblowing process. It was agreed that most concerns at work could hopefully be resolved through dialogue with local managers, or through other policies. The whistleblowing process should be available in the circumstances when individuals feel these processes have been unable to resolve their concerns, or when they feel these processes are inappropriate given the nature of their concerns. It was agreed that in such circumstances, staff should be able to report their concerns under the whistleblowing process directly to either the Chief Executive, or Chair of the Audit and Risk Committee.
18. It was agreed that the policy should be amended to reflect this approach, and brought back to SMT for further review.

ACTION: GM

Grievance policy (item 7.4)

19. Grace Marguerie presented the proposed updated grievance policy, which aims to simplify the approach by incorporating all aspects of the grievance process into a single policy. More focus has been made on resolving matters at an informal stage, including the suggestion of mediation where appropriate.
20. SMT approved the policy, subject to a minor amendment to paragraph 16.

ACTION: GM

Guideline committee chair appointment: epilepsies in children (item 7.5)

21. Mark Baker presented the proposal to appoint Professor Elizabeth Kay to the position of chair of the NICE guideline committee on epilepsies in children. He highlighted the due diligence undertaken, and Professor Kay's declared interests, none of which are specific to the guideline.
22. SMT approved the appointment of Professor Kay as the chair of the guideline committee.

Guideline committee chair appointment: acne (item 7.6)

23. Mark Baker presented the proposal to appoint Julia Cons to the position of chair of the NICE guideline committee on acne. He highlighted the due diligence undertaken, and stated Julia has no interests specific to the guideline.

24. SMT approved the appointment of Julia Cons as the chair of the guideline committee.

Guideline committee chair appointment: infant, children and young people's experience of health care (item 7.7)

25. Mark Baker presented the proposal to appoint Catherine White to the position of chair of the NICE guideline committee on infant, children and young people's experience of health care. He highlighted the due diligence undertaken, and Catherine's declared interests, none of which are specific to the guideline.
26. SMT approved the appointment of Catherine White as the chair of the guideline committee.

NICE Foundation (item 8)

27. None.

Weekly staff SMT updates (item 9)

28. SMT agreed the staff updates.

ACTION: DC

Any other business (item 10)

29. None.