

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

## **Senior Management Team**

### **Final minutes of the meeting held on 28 August 2018**

#### **Present**

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Meindert Boysen	Director – Centre for Health Technology Evaluation
Jane Gizbert	Director – Communications
Alexia Tonnel	Director – Evidence Resources

#### **In attendance**

Nicola Bent	Programme Director – Quality Programme and Deputy Health & Social Care Director
Sarah Acton	Senior HR Business Partner – Specialist Services
Sarah Cumbers	Associate Director – Guidance Transformation (item 6.1)
Jennifer Beveridge	Analyst – Adoption and Impact (item 6.2)
Victoria Pollard	HR Employee Engagement Adviser (item 6.4)
Elaine Repton	Governance Manager: risk assurance (minutes)

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

1. Apologies for absence were received from Ben Bennett and Gillian Leng who were represented by Sarah Acton and Nicola Bent 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.

#### **Declarations of interest (item 3)**

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

#### **Minutes of the previous meeting (item 4)**

4. The minutes of the meeting held on 21 August 2018 were approved.

#### **Matters arising (item 5)**

5. The actions from the meeting held on 21 August 2018 were noted as complete or in hand.
6. **NICE Pathways** - SMT noted that Gill Leng and Alexia Tonnel were seeking to provide clarity on the digital solution to support the NICE Pathways project and confirm whether the approval for external investment will impact the project timelines.

#### **ACTION: AT/GL**

7. Andrew Dillon and Jane Gizbert agreed to meet to discuss the development of a presentation to brief stakeholders on the NICE Pathways project.

**ACTION: AD/JG**

8. **Finance and resource report** - Alexia Tonnel was working on a proposal to establish a shared technical analyst resource, based within the ER Directorate, but to work across the other NICE directorates and centres.

**ACTION: AT**

9. Meindert Boysen was invited to provide a more detailed proposal for SMT's consideration on the request for additional resources to help identify efficiencies in the administrative processes within CHTE and HSC.

**ACTION: MBo/GL**

10. Mark Baker was also asked to bring a paper to SMT if his team wished to progress the request for additional funding to support the ME/CFS guideline development.

**ACTION: MB**

11. **Framework agreement between NICE and DHSC** – Andrew Dillon reported that he had signed off the changes to the framework agreement discussed by SMT and agreed that the final version would be presented at the September Board meeting not November.

12. **Health and Social Care Directorate** – SMT congratulated Nicola Bent on her recent appointment as the Deputy Health and Social Care Director.

#### **Updated Guidelines Manual (item 6.1)**

13. Sarah Cumbers joined the meeting to present an overview of the key comments on and changes proposed to the Developing NICE Guidelines manual, following public consultation on the manual update.
14. SMT was advised that overall the tone of the feedback was one of general support with specific comments received from the pharmaceutical industry, mental health stakeholders and the tobacco industry.
15. SMT discussed the reference to disinvestment decisions (paragraph 20) and agreed that reference to Technology Appraisals be removed here but remain in paragraphs 23 & 24. Also that paragraph 21 be amended to remove the reference to HM Treasury guidance and replace it with "NICE's standard approach to discounting will be applied". Sarah Cumbers agreed to make the amendments.

**ACTION: SC**

16. It was agreed that appendix 3 (use of Real World Data) would not be included in the report presented to the September Board meeting. Sarah was asked to make some initial amendments before the appendix is circulated for wider feedback within NICE, notably to the RWD group led by Gill Leng. Meindert Boysen agreed to identify the appropriate TA programme rep from the CHTE to join the group. SMT asked for the appendix to come back to SMT for further discussion when it had been commented on more widely within NICE.

**ACTION: SC/MBo**

### **Impact report: Diabetes (item 6.2)**

17. SMT welcomed the diabetes impact report which was the fifth in the series. Jennifer Beveridge sought SMT's comments on the draft report. A number of amendments were requested to clarify statements, amend visuals, include absolute figures as well as percentages and include reference to technology appraisals completed by NICE where appropriate. Jennifer was also requested to check the figures on page 8 (personalised care planning) with the National Diabetes Audit and move this table to the end of the report.

**ACTION: JB**

18. Subject to the amendments discussed, SMT agreed the report for submission to the September Board meeting.

### **General complaints policy and procedure (item 6.3)**

19. Andrew Dillon highlighted the further amendments made following consideration of the revised policy at the SMT meeting on 14 August. The process had been reduced from 3 stages to 2 and the policy now clarified how the CEO will exercise judgement at stage 2 depending on the complexity of the complaint and seniority of the NICE employee involved. In relation to complaints regarding the Chief Executive, it was now proposed that stage 2 be removed completely when the initial investigation has been undertaken by the Board Chair. The next stage would be referral to the Parliamentary and Health Service Ombudsman.
20. SMT considered how complaints involving the Chair would be handled, including whether these would be forwarded to the Senior Independent Director or the DHSC lead sponsor team for review. It was agreed that further work was required to clarify this. David Coombs was asked to speak with David Haslam, check the role description of NICE's SID and review how the other ALBs deal with this situation.

**ACTION: DC/ER**

### **Staff survey report and action plan (item 6.4)**

21. Sarah Acton and Victoria Pollard presented the updated staff survey action plan from 2017/18 and the proposed action plan for 2018/19, following consultation.
22. On reflection it was agreed that the 2017/18 action plan should not be presented to the Board in September to enable the Board to concentrate on the current plan. It was agreed that the action plan be presented to the May Board in future years to coincide with the launch of the following year's survey and to report progress against the current year's commitments. This proposed timescale was to be proposed in the covering report to the Board.

**ACTION: SA**

23. Sarah Acton was asked to ensure that progress against the actions continues to be updated and communicated to staff via NICE Space and blogs.

**ACTION: SA**

24. SMT discussed the 2018/19 action plan in detail and requested the following amendments:

#### Page 1

- The opening statement to be changed from “least positive” to “main priorities”.
- Take out text and percentages in the left hand column and just have section headings.
- Amend the management development training action to include reference to the additional £50k approved by SMT for staff training.
- Add reference to the workforce strategy being developed and the further opportunities this will present for staff development.

#### Page 2

- More work is required to the bullying, harassment and victimisation section. SMT preferred the description “behaviours or attributes” to “values” and asked that other current pieces of work be considered to avoid overlap and confusion (e.g. the development of NICE’s internal narrative being led by the Communications team). SMT discussed whether a commitment should be made to staff that SMT will review all (proven) cases of bullying and harassment to show its commitment to taking the matter very seriously. Sarah Acton was asked to check the confidentiality issues, if this commitment was to be supported.
- Re-shape the section headed “NICE as a place to work”. Change the title to “job security” and move this to section two following on from training and development.
- Remove the action to develop guidance on FTC and secondment requests.
- Remove the action to embed the corporate narrative.

#### Page 3

- Remove the section and action titled “work life balance”.

#### Page 4

- Remove section and actions titled communications.

#### **ACTION: SA**

25. In relation to job security, SMT reflected on the events and messages that potentially have contributed to some staff feeling insecure in their role, but concluded that it was right to be honest, transparent and timely with key messages affecting the future of NICE, such as the economic environment, Government policy and Brexit.
26. Rather than actions related to specific communication tools, SMT agreed it would be more useful if Directors helped their teams to select areas of strategically important work and effectively share this work with all colleagues.
27. In relation to office environment, SMT expressed caution about committing to making changes without knowing the exact number of staff who commented and the strength of feeling. It was suggested that a separate report to SMT exploring the office environment comments and possible options, would be helpful to support decision making.
28. Sarah Acton was requested to re-work the action plan based on SMT’s comments and forward the updated version to Andrew Dillon for review.

#### **ACTION: SA**

**NICE research governance policy (item 6.5)**

29. This item was deferred to a future meeting when Gillian Leng and Nick Crabb can be present.

**ACTION: ER/DC**

**NICE Pathways (item 7)**

30. Nothing to report.

**Weekly staff SMT updates (item 8)**

31. SMT agreed the staff updates.

**ACTION: ER**

**NICE Foundation (item 9)**

32. Andrew Dillon reported positive news on the security of future research funding from the EU as the UK transitions out of the EU next month. Nick Crabb was continuing to work with the Department for Business, Innovation and Skills.

The meeting closed at 1.05pm.