

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 4 December 2018

Present

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Meindert Boysen	Director – Centre for Health Technology Evaluation
Paul Chrisp	Director – Centre for Guidelines
Jane Gizbert	Director – Communications
Gill Leng	Director – Health and Social Care
Alexia Tonnel	Director – Evidence Resources

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Nick Crabb	Programme Director – Science Advice and Research (items 6.3 and 6.4)
Grace Marguerie	Associate Director – Human Resources (item 6.1)
Elaine Repton	Governance Manager: risk assurance (item 6.6)
Michelle Rowlands	Estates and Facilities Manager (item 6.2)
Catherine Wilkinson	Associate Director – Estates and Finance (item 6.2)

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 27 November 2018 were approved, subject to clarifying there were no apologies for absence.

Matters arising (item 5)

5. The actions from the meeting held on 27 November 2018 were noted as complete or in hand.
6. SMT briefly discussed the events planned for NICE's 20th birthday and agreed that a paper outlining the proposed activities should be brought to SMT before Christmas, which would form the basis of a paper to the January Public Board meeting. Both papers should include information on the costs of the events. It was agreed that the presentation to the all staff meeting should also highlight these activities, in particular the staff event on 17 April.

ACTION: JG/DM

7. Alexia Tonnel clarified the scope of the consultancy work underway as part of the 'content strategy healthcheck', noting this is primarily focused on producing content in structured form. Gill Leng stated that as it is not part of this work, it would be helpful to consider the best approach for seeking advice on whether existing software is available for producing the algorithms that may be part of the NICE Connect project. This would help prevent potentially unnecessary activity to develop a bespoke product for NICE.

Gender pay reporting (item 6.1)

8. Grace Marguerie presented the report produced under the gender pay gap reporting regulations. Grace noted that the information is presented in the mandated template, and highlighted that NICE's gender pay gap was last year smaller than in a number of other Department of Health and Social Care (DHSC) ALBs. Grace noted that while the data is not due to be published until the end of March, the DHSC has asked its ALBs to publish the data early.
9. SMT discussed the report and agreed the data for publication by the end of 2018. SMT noted the information is produced in accordance with a mandated template, but agreed additional narrative should be provided where possible to contextualise and explain the data. It was agreed that the data should also be included in the Chief Executive's update to the December Board Strategy meeting.

ACTION: GM

10. SMT discussed the report from the Government Equalities Office on evidence based actions for reducing the pay gap. Taking account of the actions for which there was greatest evidence of impact, SMT agreed that recruitment panels at NICE should in future normally be mixed gender, and Alexia Tonnel would be designated as the executive level sponsor for diversity. SMT noted the mixed evidence of the effectiveness of unconscious bias training, and agreed that SMT members would undertake the e-learning module available through the civil service to enable SMT to consider whether to roll this out more widely across NICE.

ACTION: GM/SMT

Public sector travel and venue solutions (item 6.2)

11. Catherine Wilkinson presented the paper that outlined the preparations for the change in NICE's travel provider, following a Crown Commercial Services procurement exercise. Catherine outlined the changes in the approval process for bookings, which will enable increased use of ticket on departure and e-ticket facilities, and increase transparency to budget holders on ticket bookings and cancellations.
12. SMT noted the update and supported the preparations underway.

NICE Foundation (item 6.3)

13. Andrew Dillon presented the draft paper to the December Board Strategy meeting on the NICE Foundation, following a recent meeting with the DHSC. The paper seeks the Board's view on the next steps, in light of this feedback and heightened uncertainty about income from NICE Scientific Advice.
14. SMT discussed the options and supported option 2, which would be to focus the Foundation on NICE's fee for service activity and delay the launch to allow the impacts of EU exit and technology appraisal (TA) cost recovery to be assessed.

SMT agreed that should the Board support this proposal, it will be necessary to consider whether the Science Advice and Research Programme should continue to report directly to the Chief Executive in the interim, or whether all or parts of the programme should transfer to another SMT member.

15. Nick Crabb joined the meeting and expressed support for option 2. He stated that if this is not possible or supported by the Board, his preference would be to discontinue the work on the Foundation entirely (option 4). Nick added that he did not know which of these two options would more favourably affect staff retention and recruitment, but stated that it would be helpful in either scenario to clarify the reporting lines of the programme to SMT.
16. SMT discussed the options and agreed that the Board paper should recommend an amended option 2, in which subject to the Board's agreement, the DHSC would be asked to consider a revised proposal for the Foundation focused on the fee for service activity, with a view to seeking a decision as soon as possible. The preparatory work for the Foundation would in the meantime continue. Then, subject to a positive decision from DHSC, the NICE Board would in November 2019 be asked to review the risks to the Foundation's income and agree whether to proceed with establishing and registering the charitable company with a view to the staff transferring in 2020. Andrew Dillon would amend the paper for the December Board meeting accordingly.

ACTION: AD

17. It was agreed that Nick Crabb should make arrangements to brief staff on the outcome of the Board's discussion.

ACTION: NC

EU exit readiness (item 6.4)

18. SMT discussed the email from the DHSC about preparations for the UK's withdrawal from the EU, in which ALBs were asked to appoint a Senior Responsible Officer (SRO) for exit day readiness.
19. SMT agreed that Meindert Boysen should be NICE's SRO for exit day readiness as the greatest operational impacts of EU Exit relate to the technology evaluation programmes. Andrew Dillon thanked Nick Crabb for the work undertaken to date, particularly in conjunction with the MHRA, and asked Meindert to brief SMT as required on any matters requiring escalation.

Guideline committee chair appointment (item 6.5)

20. Paul Chrisp presented the proposal to appoint Dr Stephen Hoole to the position of chair of the NICE guideline committee on osteoarthritis. He highlighted Dr Hoole's past experience with NICE and his declared interests, confirming there were no conflicts of interest specific to the guideline.
21. SMT approved the appointment of Dr Hoole as chair of the guideline committee.

Strategic risks (item 6.6)

22. Andrew Dillon presented the updates to the strategic risks, prior to consideration at the Board Strategy meeting on 12 December.

23. SMT reviewed the strategic risks and agreed the text should be updated to reflect the NICE Connect project. Gill Leng agreed to amend the document accordingly.

ACTION: GL

NICE pathways (item 7)

24. SMT members reflected on the pathways advisory committee's first meeting on 30 November. They noted the committee's positive discussions and support for the pathways vision.
25. SMT noted that the work is now referred to as the NICE Connect project to avoid confusion with activities on the existing NICE pathways. It was agreed that Gill Leng should provide the Board with a monthly update on the project at the Board Strategy meetings and morning sessions of the Public Board meetings, and the standing update on the SMT agenda would be amended to reflect the new title of the project.

ACTION: DC/GL

Weekly staff SMT updates (item 8)

26. SMT agreed the staff updates.

ACTION: DC

Any other business (item 9)

27. Ben Bennett advised SMT of a theft of cash from the Manchester office discovered this morning. Police have been informed, and a formal investigation is underway. This will include review of the CCTV footage and speaking to staff who may have been in the office at the time to see if they witnessed anything suspicious. SMT supported the planned response and taking action to mitigate the risk of any future similar incident. It was agreed that staff should be alerted by an all staff email.

ACTION: BB/JG

28. Alexia Tonnel highlighted recent evidence to a parliamentary select committee from Tom Loosemore, who was previously co-founder of the Government Digital Service. Alexia stated that she would circulate the link to SMT, and noted that colleagues in Digital Services are exploring the scope to meet with Tom to gain insight into his expertise.