

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 1 August 2017

Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Alexia Tonnel	Director – Evidence Resources

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Sarah Acton	Senior HR Business Partner (item 5.1)
Moya Alcock	Associate Director – Corporate Communications and Deputy Communications Director
Paul Chrisp	Programme Director and Deputy Health and Social Care Director
Carla Deakin	Associate Director – Office for Market Access – Centre for Health Technology Evaluation (item 5.2)
Grace Marguerie	Associate Director – Human Resources (item 5.1)
Mirella Marlow	Programme Director and Deputy Centre for Health Technology Evaluation Director

Apologies (item 1)

1. Apologies were received from Jane Gizbert, Gill Leng, and Carole Longson who were represented by Moya Alcock, Paul Chrisp and Mirella Marlow 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 25 July 2017 were approved as a correct record.

Matters arising (item 4)

4. All actions from the meeting held on 25 July were noted as complete or in hand.
5. Andrew Dillon referred to SMT's previous discussions on machine learning and suggested commissioning external support to develop a use-case, given NICE does not have the expertise for this initial work. SMT supported this proposal and it was agreed Andrew would further consider the objectives for this initial consultancy support. Alexia Tonnel agreed to examine the procurement options and clarify any external approvals that may be required.

ACTION: AD / AT

6. It was agreed that the proposed survey to seek the Non-Executive Directors' views on the NICE website would be circulated to SMT and the NICE Chair for comment. The survey would then be finalised, and issued to the Non-Executive Directors.

2017 staff survey (item 5.1)

7. Ben Bennett presented the draft report that outlined the results of the 2017 staff survey. Subject to any presentational amendments from SMT, the report will be shared with the Unison Executive, members of the Partnership Working Group and the Health and Wellbeing Group, who will be asked for their views on the report and possible ideas for the 2017 action plan. The results, a thematic summary of the free text comments, and the action plan will be presented to the September Board meeting. The Board report will also include an update on the actions taken in response to the 2016 survey.
8. SMT reviewed the report and requested a number of amendments to more clearly present the results. These included revising the format for the graphs, inserting the text of the relevant survey question prior to each chart, and adding an explanation when results do not add up to 100%. It was agreed that the format for questions with multi-point response options, such as those on 'your job', should be revised to more clearly outline the range of responses given.
9. SMT noted the challenging context for the survey, in particular the management of change exercises. It was agreed that it would be helpful for the report to include the results of the previous two surveys for a selected number of questions relating to job satisfaction, in order to provide an insight into potential trends or issues of concern. This longer term data should also be provided for the questions where there is a material change in the results over the last 3 years.
10. Subject to the above amendments, SMT agreed the report should be shared with the Unison Executive, Partnership Working Group and the Health and Wellbeing Group. The revised report, action plan and proposed action plan will be brought to SMT later in August. SMT agreed that the thematic analysis should summarise the issues raised under each theme rather than simply providing an example comment.

ACTION: SA / GM

Establishing the Accelerated Access Partnership Programme Office (item 5.2)

11. Carla Deakin presented the proposal to set up the Accelerated Access Partnership Programme Office (AAPPO) at NICE as requested by the Office for Life Sciences (OLS). Carla outlined the proposed role for the Accelerated Access Partnership and the rationale for NICE hosting the programme office.
12. Carla stated that funding to establish the AAPPO has been confirmed for 2017-18 and highlighted the assurances from the Office for Life Sciences (OLS) regarding securing recurrent funding. These assurances have been reviewed by NICE's finance team and considered reasonable. Approval to commence recruitment is therefore sought.
13. SMT discussed the proposal, in particular the risks around the recurrent funding and the mitigating actions. It was noted that should NICE no longer receive funding for the staff substantively engaged on the AAPPO these roles could likely be redeployed to other NICE activities. It was agreed that given the proposed recurrent investment outside of the business plan the Board should be asked to

consider the proposal. Andrew Dillon and David Coombs would discuss further the appropriate governance mechanism for this approval.

ACTION: AD / DC

14. SMT agreed to recommend to the Board approval to establish the AAPO in line with the costs outlined in the report.

ACTION: CD / CL

Digital services update (item 5.3)

15. Alexia Tonnel presented the update from the digital services projects. At the end of Q1 2017-18, just under two thirds of the digital services budget was committed to be spent and there is likely to be an underspend at the end of the year.
16. Andrew Dillon referred to the discussions earlier in the meeting and suggested this underspend could potentially be used for a discovery project on machine learning. He also referred to paragraph 18 in the report and highlighted that the initial action is to seek feedback from Board members before considering whether any changes to the website are required.
17. SMT noted the report.

Strategy (item 6)

18. None.

Weekly staff SMT updates (item 7)

19. SMT agreed the staff updates.

ACTION: DC

Any other business (item 8)

20. None.