

# ATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 12 December 2017

#### Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications
Gill Leng	Director – Health and Social Care
Carole Longson	Director - Centre for Health Technology Evaluation
Alexia Tonnel	Director – Evidence Resources

#### In attendance

Sarah Cumbers	Associate Director – Guidance Transformation (item 6.3)
Grace Marguerie	Associate Director – Human Resources (items 6.4 & 6.8)
Sarah Williams	National Medical Director's Clinical Fellow (item 6.5)
Elaine Repton	Governance Manager: risk assurance (minutes)

#### Apologies (item 1)

1. There were no apologies for absence.

#### 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 5 December 2017 were approved.

#### Matters arising (item 4)

4. The actions from the meeting were reviewed and updates given where work was progressing.
5. **Diabetes hackathon** – Gill Leng advised that a diabetes audit was due to be published in March 2018 therefore further consideration was being given to the timing of a diabetes hackathon to coincide with the audit report. Gill agreed to keep SMT updated.
6. **NICE events planner 2018** – Andrew Dillon advised that he had queried the proposed speakers for the NICE conference in 2018 with Danielle Foley. SMT's views were sought on the list of guest speakers / panel chairs. It was agreed that sessions should be tailored to each panel chair's area of expertise.

#### ACTION: AD

7. **Mental health first aid training** – Ben Bennett reported that he had been in contact with a trainer from PHE who he had put Judith Richardson in touch with. Gill Leng asked to be kept updated on selection of the volunteer trainers.

8. **Guideline publication** – Andrew Dillon advised that he had sent the guideline on the management of acute and emergency care to Pauline Phillip (National Director for Emergency & Urgent Care) for her comments on the timing of publication.
9. **Guideline implementation** – SMT discussed the resource impact of implementing NICE's guidelines in the light of NHS England's consideration of NHS funding constraints in 2018-19. NHSE would like guidelines to have an agreed 'affordability and workforce assessment' when they are published.
10. Gill Leng advised SMT that she had been considering establishing a methodology for the assessments, together with a joint NICE, HEE, PHE, NHSE group. Carole Longson added that the agenda should also include the technical evaluation elements of re-configuring systems and moving resources, for technologies as well as guidelines.
11. SMT agreed that a paper would come to SMT in January for discussion

**ACTION:GL**

#### **December & January Board meetings**

12. SMT reviewed the Agendas for the forthcoming Board meetings.
13. The following amendments to the January Agendas were agreed:
  - Value framework and assessment methods be referred to as NICE's input to the PPRS negotiations
  - CHTE report to be deferred to February Board strategy meeting
  - A report on NICE's relationship with MAGIC to be added to February strategy Agenda

**ACTION: ER**

14. The venue for board strategy meetings was discussed. Andrew Dillon agreed to speak with David Haslam and David Coombs about potentially re-instating the arrangement of alternating between the London and Manchester offices, subject to Manchester office room availability.

**ACTION: AD**

15. It was noted that there was no SMT meeting scheduled for 2 January, though it was agreed that a meeting could be arranged if required. Carole Longson advised of an AAR progress report which she would circulate to SMT via email for comments. Andrew agreed that other draft board papers could be sent to him for review during the Christmas break.

**ACTION: CL**

16. Andrew Dillon agreed to ask David Haslam's view on moving the January 2019 public board meeting date to the last Wednesday in the month to allow more time for paper preparation.

**ACTION: AD**

### **Risk Register (item 6.1)**

17. SMT reviewed the corporate risk register. Risk 1 had been updated, a new risk 32 was proposed and risk 33 was recommended for removal. A number of further amendments were discussed to risk 1, risk 7 and risk 23.
18. A new risk 32 relating to the use of digital products was agreed to be widened beyond Digital Services, to consider the increasing requirement for the use of new collaborative web based tools. It was noted that two reports were in the process of being finalised for SMT (on the use of web applications and access to webinars). Andrew Dillon asked whether the two papers could be aligned and combined.
19. Additionally, risk 19 and risks 26, 27 and 28 were all recommended for removal as the mitigating actions had reduced the risk to an acceptable level. Mark Baker added that risk 21 will be recommended for removal in April 2018 once the transition of social care guidelines from SCIE to the new contractors had been completed.
20. In light of the number of further amendments discussed, SMT agreed to review an updated risk register at next week's meeting.

**ACTION: ER**

### **What works network operational group (item 6.2)**

21. Gill Leng confirmed that Kay Nolan had agreed to join the group. Carole Longson also suggested that Nick Crabb as a replacement for Sarah Garner. Andrew Dillon advised that he attended the group but agreed to speak with Nick Crabb about attending in Andrew's place, when applicable.

**ACTION: AD**

### **Coordinating NICE's pathway to transformation of guidance (item 6.3)**

22. Andrew Dillon introduced the paper which identified and explored how changes in the external environment are presenting both challenges and opportunities for NICE to fundamentally transform the way it produces its work.
23. SMT debated the range of transformational activities that will be required, particularly understanding how NICE could benefit from machine learning, and considered how the work should be prioritised, planned and resourced. It was agreed that a clear strategic approach was required.
24. SMT considered whether to engage with partners at this stage, such as NHSE who were working on a digital strategy. Gill Leng advised that she has been in contact with NHS Digital to discuss working together to start shaping data collection.
25. It was agreed that Andrew Dillon would work with Sarah Cumbers on the production of an implementation plan for consideration at the SMT's strategy meeting on 1 May 2018.

**ACTION: AD/SC**

#### **Review of recruitment (item 6.4)**

26. Grace Marguerie requested SMT to consider proposed recommendations to improve the support that teams currently receive with their recruitment needs.
27. The report identified changes required to the strategic approach to recruitment and improvements to the operational processes, including closer management of the contract with BSA.
28. The purpose of the proposed recruitment manager role would be to provide a proactive and co-ordinated approach to recruitment which tapped into social media opportunities and to build a talent pool of quality applicants for NICE to draw on.
29. SMT agreed the recommendation to appoint a Recruitment Manager, on a fixed term contract and cost-neutral basis, and supported the post holder undertaking a phased approach to reviewing the BSA contract.

**ACTION: GM**

#### **NICE's sustainability commitments (item 6.5)**

30. SMT were asked to support NICE's proposed sustainability commitments for 2018.
31. Whilst there was overall support for NICE having sustainability commitments included in the Health Check 2018, there were concerns regarding duplication with the sustainability performance report in the annual review. The selection of Nottingham University was also questioned in terms of whether this would be viewed externally as favouring one university over others. Carole Longson stressed the need to be equitable and asked that the letters of support from NICE be carefully worded.
32. It was agreed that a stand-alone sustainability report be produced and progress on meeting the commitments be reported quarterly at the Sustainability Steering Group meetings.

**ACTION: SW/GL**

#### **Potential collaboration with Medicaid (item 6.6)**

33. This item was deferred to 19 December SMT meeting.

#### **Technology appraisals work programme (item 6.7)**

34. SMT noted the technology appraisals work programme from DH. The referral included 79 TAs and 1 HSTA.
35. Gill Leng commented that no guideline topics had been referred, and agreed to follow this up with DH.

**ACTION: GL**

#### **Gender pay gap reporting (item 6.8)**

36. Grace Marguerie advised SMT that DH had requested ALBs to publish their gender pay gap report and provide it to DH by 18 December.

37. The report provided details of NICE's position as at 5 April 2017, showing overall mean and median gender pay gaps of 4.92% and 6.35% respectively, in favour of men, compared with a national average of 18.1%. Ben Bennett provided additional analyses of average annual salary and job grade by gender which showed females better paid in all grades except level 8a, 9 and ESM.
38. The analysis showed that slightly more women than men are employed in roles in the two lower pay quartiles. Further work is planned to drill down further into gender pay differences in the organisation to inform measures going forward.
39. Andrew Dillon agreed to share the high level results for NICE with the Board on 13 December before they are submitted to DH.

#### **Business planning (item 7.1)**

40. Ben Bennett confirmed the proposal to present full draft business objectives and financial plan 2018/19 at the January Board morning session.
41. SMT commented that the earlier debate regarding digital transformation was not clearly and adequately reflected in the current draft objectives. It was agreed that a word version of the SMT paper be circulated for amendment and that any changes be forwarded to David Coombs for discussion at next week's SMT meeting.

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

42. SMT agreed the staff updates.

**ACTION: ER**

#### **Other business (item 9)**

43. There were no further items of business.

The meeting closed at 1:00pm.