

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 24 January 2017

Present

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

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Danielle Foley	External Communications Manager (item 6.2)
Danielle Mason	Senior External Communications Manager (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.

Note of the previous meeting (item 3)

3. The minutes of the meeting held on 17 January 2017 were approved.

Matters arising (item 4)

4. The meeting reviewed the actions from the meeting held on 17 January 2017 and noted that all actions were complete or in hand.
5. It was agreed that the HR department will pilot the e-appraisals functionality in the Learning Management System for their 2017 staff appraisals, prior to the roll-out for the whole organisation for the 2018 appraisals.

ACTION: BB

Board meetings (item 5)

6. SMT reviewed the actions from the Board meeting on 18 January, and noted that all actions were complete or in hand. It was noted that in correspondence following the Board meeting, it was agreed SMT would in future confirm the budget for the clinical excellence awards. There is also an action for the NICE chair to appoint non-executives to the current vacancies on the clinical excellence committee, which is responsible for reviewing applications and allocating the awards within the agreed budget.
7. SMT agreed the agenda items for the February Board meeting, confirming that the proposed item on strategic engagement metrics was not required.

Memorandum of Understanding (MoU) between NICE and LSE Health (item 6.2)

8. Carole Longson asked SMT to review and approve the MoU between NICE and LSE Health to support cross-organisation research, and collaboration on publications, consultancy opportunities and educational events.
9. SMT discussed the MoU, in particular the expected contribution from NICE. Carole Longson confirmed the MoU does not commit NICE to activities for which costs will not be recovered. SMT agreed that the MoU should be amended to clarify that any activities will be undertaken on the basis of income generation. NICE staff resource will not be provided for activities where income is paid solely to LSE.
10. It was agreed that the MoU should be amended to clarify that LSE must seek permission to use NICE's logo. Also, paragraph 5.1 should be revised to remove reference to annual reports and strategic objectives, instead noting that both parties would make suitable arrangements to publicise the agreement. Paragraph 3.1 should be amended in line with existing statements of NICE's role.
11. Subject to the above amendments, SMT approved the MoU.
12. SMT noted the existence of other similar agreements with academic institutions, including a potentially lapsed agreement with the London School for Hygiene and Tropical Medicine. It was agreed this agreement should be brought to SMT for review.

ACTION: DC

NICE events (item 6.1)

13. Jane Gizbert presented the paper that outlined options for NICE's programme of events after May 2017, when the contract with Emap to run the annual conference expires. If the decision is to continue with an annual conference then it will be necessary to consider whether changes to the format and nature of the event are required in light of feedback from Emap on any future contract.
14. SMT reviewed the proposals in the paper, noting the declining levels of delegate attendance, sponsorship and exhibitors from 2013 to 2016. It was noted that as NICE's remit has expanded, the potential target audience for the conference has multiplied and diversified. This has made it increasingly difficult to design a programme that is sufficiently appealing to the diverse target audience.
15. SMT reflected on the purpose of NICE holding conferences and events, and the benefits for NICE and the attendees. It was suggested that such events offer an opportunity to promote understanding of NICE's products, and give advice on implementing guidance. They also provide a valuable opportunity for those involved in NICE's work across advisory bodies, programme teams, and academic institutions, to meet. It was noted though, that it can be challenging to quantify the impact of holding such events.
16. Having discussed the options, SMT agreed not to hold a large standalone conference in 2018. Instead, SMT agreed the proposal to utilise the 2018 GIN conference to highlight NICE's work, and as a possible springboard for 'fringe' meetings. It also agreed that NICE should continue to explore working with NHS England on the 2017 Expo event. The scope for an internal event for those involved in NICE's work should be explored, drawing on the model of the existing

technology appraisals away-day. This internally focused event would be organised by NICE's communications team.

17. SMT agreed that a paper should be brought to the February Board Strategy meeting that explains the proposal not to hold an annual conference in 2018, and highlighting the accompanying decision not to re-procure a contract for organising the conference. Instead there will be a range of alternative events in 2017, following which, the Board can consider in December 2017 whether to hold a standalone externally focused annual conference in 2019. Following which, NICE can procure the necessary support any such 2019 event.

ACTION: JG

Strategy (item 7)

18. Mark Baker updated SMT on the implementation of the management of change exercise in the Centre for Guidelines, noting that recruitment to the Associate Director and clinical adviser positions is complete. SMT noted some of the challenges that have recently arisen in the implementation phase. Gill Leng suggested SMT reflects on any lessons learnt once the implementation is complete.

Weekly staff SMT Updates (item 8)

19. SMT agreed the staff updates.

ACTION: DC

Any other business (item 9)

20. It was agreed not to broaden the attendance at the SMT away-day in May 2017 beyond SMT members.