

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 11 July 2017

#### Present

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

#### In attendance

Maria Pitan	Associate Director – Corporate Office (minutes)
Nick Crabb	Programme Director – Scientific Affairs
Meindert Boysen	Programme Director – Technology Appraisals, HST and PASLU (item 5.1)
Catherine Wilkinson	Associate Director – Estates and Finance (items 5.1 and 5.3)
Sarah Cumbers	Associate Director – Guidance Transformation (item 5.2 and 5.3)
Iain Moir	Programme Manager – Syndication, Content and Licensing (item 5.4)
Marian Hodges	Associate Director – Publishing (item 5.4)
Moya Alcock	Associate Director – Corporate Communications (item 5.5)
Sian Knight	Senior Audience Insight Manager (item 5.5)

#### Apologies (item 1)

1. Apologies were received from Carole Longson and David Coombs who were represented by Nick Crabb and Maria Pitan 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 27 June 2017 were approved as a correct record.

#### Matters arising (item 4)

4. All actions from the meeting held on 27 June 2017 were noted as complete or in hand. Andrew Dillon mentioned that the meeting with McKinsey went well. Google has also been in contact, and Gill and Andrew plan to meet with them. Andrew will provide an update to SMT in the next two weeks.

#### Technology appraisal: Cancer Drugs Fund resource report and business case to address capacity (item 5.1)

5. Meindert Boysen presented the Cancer Drugs Fund (CDF) resource report and business case to address capacity. The report was split into two parts: part 1 addressed the resources utilised in undertaking CDF activities commissioned by NHS England. Part 2 of the paper addressed the need for additional funding from

NHS England for the further expansion of the Technology Appraisal (TA) programme to meet the demand for evaluations of cancer drugs.

6. SMT reviewed the report and discussed the proposals for obtaining funding from NHS England and/or NIHR, and if no funding is received, the possibility of allocating resources within NICE.
7. Meindert mentioned that they plan to meet with Nina Pinwill at NHS England to discuss the proposal for additional funding and the capacity for TA to complete the work related to CDF. In addition, Meindert plans to meet with John Stuart and Nina to discuss CDF providing more commercial support.
8. SMT agreed that a formal application should be made to NIHR (for the ERG costs) and simultaneously to NHS England requesting additional funding. Andrew Dillon agreed to sign-off the application to NIHR with a note explaining the Department of Health's request that NICE fulfil this area of work. Meindert was asked to feedback the outcome to the SMT.

**ACTION: MB/AD**

9. SMT discussed the Management of Change proposal to develop an additional Band 9 Programme Director role to lead the commercial team at NICE.
10. SMT agreed that the process for developing and grading the job description and person specification for the band 9 role needs to begin on the assumption that NICE receive agreement for additional capacity to fund the programme.

**ACTION: MB**

#### **Business Continuity plan (item 5.3)**

11. Catherine Wilkinson presented updated versions of the Disaster Recovery Group (DRG) business continuity plans. Catherine advised that the plan had been sent to the DRG for review and comment. Once approved, the staff version will be made available on NICE Space. Catherine noted that Alexia Tonnel's Disaster Recovery plan for I&MT is an appendix to the DRG business continuity plan but has not been submitted as part of the papers for this meeting.
12. Andrew Dillon requested that the paper propose how to deal with the scenario if either office no longer accessible as a result of a disaster.
13. Gill Leng suggested that the paper include a line about the Communications team ensuring the text messaging system is kept up to date. It was agreed that a 'request and routine' email is issued every 6 months with a link to further information about the text messaging system available on NICE Space to encourage staff to update their contact details.

**ACTION: JG**

14. SMT discussed the DRG membership and agreed that the membership will be determined by the convenor in light of the circumstances of each event.
15. Jane Gizbert commented on the limited information on the steps to be taken in response to a terrorist attack. SMT agreed that the plan should identify that the DRG will be responsible for critically assessing terrorist incidents. SMT agreed that

the support and advice should be available for staff traumatised by a terrorist attack.

16. Catherine mentioned that she attended a training event with Moya Alcock about terror threats. The internal communications team are considering ways to publicise learning from the training to staff.

**ACTION: CW/BB**

#### **Digital services priorities and objectives 2017-18 (item 5.2)**

17. Alexia Tonnel summarised that the paper provided clarification of scope, incorporated points taken on digital services further to discussions at the SMT away day in May 2017, highlighted priorities and inhibitions of the service group, and how digital services plan to split allocations of various service groups. The paper also proposed a new quarterly report, which will include updates and track existing projects and deploy chargeable projects.
18. SMT reviewed the paper and approved the proposals. SMT requested the paper clearly present what is being prioritised by the service group, with a short and positive article included in 'Your Week @ NICE', and the membership of the Web Service Group be updated.

**ACTION: AT**

#### **Intellectual property rights and copyright statements (item 5.4)**

19. Alexia Tonnel presented the proposals to protect NICE's intellectual property (IP) and copyright, and how IP and content is displayed on all NICE documents. Alexia highlighted that there are 5-6 different versions of copyright statements currently being used across NICE documents. The process of updating the statements will be relatively expensive. Alexia proposed to prioritise specific documents and update the statements on the NICE website. Alexia also proposed to develop an IP management strategy and develop training to staff in collaboration with Barney Wilkinson.
20. SMT discussed the 5 recommendations outlined in the paper, made a number of comments and approved the proposals.
21. SMT approved the proposals.

**ACTION: AT**

#### **Reputation survey report (item 5.5)**

22. Jane Gizbert introduced the updated reputation survey report for submission to the July public Board meeting. Moya provided an update on the amendments made following the last presentation to SMT.
23. Gill Leng commented that the report is intended to be representative of the views of all our stakeholder groups, however social care groups were not well represented. The report needs to be clear that most feedback was received from the healthcare service, despite the attempts made to obtain representation from all stakeholder groups.

24. Moya Alcock reminded SMT that the report focuses on high-level results, however once feedback is received from the Board a more detailed report will be produced including a supplementary analysis. Future plans are to work more with social care audiences, and produce an annual reputational survey report which can be used to track progress. Moya mentioned that the team will be developing an action plan.

25. Andrew suggested revising the concluding section of the report and including feedback by stakeholder groups as an appendix. Andrew also suggested that proposals for consideration by the Board be incorporated into the report and summarised in the concluding presentation slide for the Board meeting.

26. Ben Bennett asked whether the proportion of respondents is known and if they are primarily committee members. Moya confirmed that this is known and noted that the report identified that the more engaged with NICE the more positive the feedback received. Andrew requested that this detail be added to the report.

27. SMT approved the report for submission to the July public Board meeting with the inclusion of the discussed enhancements from today's meeting.

**Strategy (item 6)**

28. None.

**Weekly staff SMT updates (item 7)**

29. SMT agreed the staff updates.

**Any other business (item 8)**

30. None.

**ACTION: MA/SK**

**ACTION: MP**