

# **NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

## **Senior Management Team**

### **Minutes of the meeting held on 18 July 2017**

#### **Present**

Andrew Dillon	Chief Executive
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)
Nick Crabb	Programme Director – Centre for Health Technology Evaluation (item 6.1)
Sarah Cumbers	Associate Director – Guidance Transformation – Centre for Guidelines (items 6.2-4)
Leeza Osipenko	Associate Director – NICE Scientific Advice – Centre for Health Technology Evaluation (item 6.1)
Kelly Parry	Governance Manager: Information (item 6.3)
Catherine Wilkinson	Associate Director – Estates and Finance (item 6.2)

#### **Apologies (item 1)**

1. Apologies were received from Gill Leng who was represented by Paul Chrisp.

#### **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 11 July 2017 were approved as a correct record.

#### **Matters arising (item 4)**

4. All actions from the meeting held on 11 July were noted as complete or in hand.

#### **July Board meeting (item 5)**

5. SMT noted the agenda, papers and arrangements for the Board meetings on 19 July 2017.
6. It was agreed that the annual report microsite should be available on the NICE website prior to the Board meeting and the link provided to Board members.

**ACTION: JG**

## **Establishing NICE Scientific Advice as a business unit within NICE (item 6.1)**

7. Nick Crabb presented the draft Board paper that set out the proposal to establish NICE Scientific Advice (NSA) as a business unit within NICE. Carole Longson confirmed that the HR and finance teams have been closely involved in developing the proposals.
8. Ben Bennett welcomed the engagement of the HR and finance teams, and highlighted that it may also be prudent to brief external stakeholders, such as the Department of Health and National Audit Office, on aspects of the proposals.
9. SMT reviewed the proposed responsibilities for the new steering group and agreed it would more appropriately be termed a management group or management board. It was agreed that a non-executive director should not chair this management group/board, given its managerial role and accountability to the SMT. Instead, the Centre for Health Technology Evaluation Director should chair the management group/board. It would solely comprise NICE staff, and be supported by two independent advisers with experience of the life sciences industry. These advisers would not be members of the group, and would be remunerated in line with the approach already in place for advisers within NSA.
10. SMT discussed the proposals for the remuneration, recruitment, and retention of staff within the new business unit. SMT acknowledged the rationale for utilising flexibilities within Agenda for Change (AfC) terms and conditions and potentially adopting new pay structures, given the context of NSA operating in a self-funding income generation context. However SMT members were mindful of the implications of adopting different arrangements for NSA than the rest of NICE, and the impact on the wider NICE staff employed on existing terms and conditions. SMT therefore agreed that the proposals for staff terms and conditions should be removed from the paper, so that further consideration could be given to this issue.
11. SMT discussed the implications of providing greater autonomy to NSA. It was noted that NSA would remain part of NICE, with reputational risks also retained by NICE. It was agreed that the reference to client hospitality should be removed from the paper. SMT noted the central role for the management group/board in overseeing activities in this area.
12. Jane Gizbert queried the proposed communications activities by the business unit. Leeza Osipenko confirmed that under the proposals, NSA will continue to adhere to NICE corporate branding. Jane and Alexia Tonnel highlighted the resource implications of NSA operating its own website.
13. SMT agreed that the paper, subject to the above amendments, should be brought to the September public Board meeting.

**ACTION: LO / NC / CL**

14. It was agreed that the NSA management team should develop two options for the pay, recruitment and retention of NSA staff, which reflect the purpose of the business unit and its envisaged autonomy. One option should entail a new framework, with an alternative that utilises the flexibilities within AfC. This work should be referenced in the paper, with the detailed proposals brought separately to the SMT and the Board at a later date taking account of any external approvals required.

**ACTION: LO / NC / CL**

15. It was agreed that any required consultation with the National Audit Office on the proposals in the Board paper should take place prior to the September Board meeting.

**ACTION: BB**

16. SMT agreed that Grant Thornton could be engaged to develop the required documentation to support implementation of the business unit, in particular the governance framework and the service level agreements with the supporting functions at NICE. The expected outputs from this engagement should be clearly agreed at the outset.

**ACTION: LO / NC / CL**

#### **2020 group update (item 6.2)**

17. Sarah Cumbers and Catherine Wilkinson updated SMT on the delivery of the 2020 savings programme.
18. Sarah stated that due to the use of fixed term contracts, the Communications directorate is on track to deliver the required savings from the publishing team. Catherine Wilkinson confirmed that the required savings within the Centre for Health Technology Evaluation (CHTE) will be delivered in 2017-18 on a non-recurrent basis. SMT noted the challenge of overlaying the savings in future years with the expansion of CHTE activities. Carole Longson confirmed that the required savings will have been identified by the end of the year.
19. Andrew Dillon asked about the latest position with the development of social care guidelines. Mark Baker confirmed an agreed approach is in place, and SMT will receive a report on this shortly. He confirmed that the commissioning of social care topics will shortly recommence.

**ACTION: MB**

#### **General Data Protection Regulation (GDPR) briefing (item 6.3)**

20. Kelly Parry presented the briefing on the incoming GDPR, the impact on NICE, and the actions required to ensure compliance. Kelly highlighted the key areas of focus in the action plan, including reviewing what personal information is held and ensuring there is appropriate consent for holding this. The extent of any required changes to digital systems, such as the contacts database, is being explored.
21. SMT reviewed and endorsed the action plan, and highlighted the importance of a clearly defined process for responding to requests under the right to be forgotten. SMT supported the proposal to designate the Business Planning and Resources Director as the Data Protection Officer (DPO), in line with the rationale in the paper. It was noted that the next Audit and Risk Committee meeting will receive an update on the GDPR, and internal audit will review NICE's preparations.

#### **Applying machine learning (item 6.4)**

22. SMT reflected on the workshop on 4 July. It was agreed Andrew Dillon would discuss further with McKinsey options for scoping the possibilities for applying machine learning, and will bring a proposal for these next steps to SMT for consideration.

**ACTION: AD**

**Strategy (item 7)**

23. None.

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

24. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 9)**

25. Andrew Dillon briefed SMT on a cross Government exercise to review the location of staff in Government bodies.

FINAL