

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 27 June 2017

Present

Andrew Dillon	Chief Executive
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

David Coombs	Associate Director – Corporate Office (minutes)
Sarah Acton	Senior HR Business Partner (item 6.2)
Chris Carson	Programme Director – Centre for Guidelines and Deputy Centre Director
Danielle Mason	Senior External Communications Manager (item 6.3)
Victoria Thomas	Head of Public Involvement (item 6.1)
Catherine Wilkinson	Associate Director – Estates and Finance and Deputy Business Planning & Resources Director

Apologies (item 1)

1. Apologies were received from Mark Baker and Ben Bennett who were represented by Chris Carson and Catherine Wilkinson 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 19 June 2017 were approved as a correct record.

Matters arising (item 4)

4. All actions from the meeting held on 19 June 2017 were noted as complete or in hand. Andrew Dillon stated that he would discuss the issues raised in relation to staff flights with Ben Bennett and consider any required amendments to the staff travel policy.

Board meetings (item 5)

5. SMT reviewed the actions arising from the Board Strategy meeting on 21 June 2017. Andrew Dillon asked Alexia Tonnel to follow-up progress in preparing a letter to outline NICE's willingness to produce further health app briefings, if sufficient funding is available.

ACTION: AT

6. SMT agreed the agenda items for the July Board meeting. SMT discussed the uptake and impact reports to the Board, in particular the challenges in presenting

the information in an accessible format. Andrew Dillon proposed a short focused themed report to each public Board meeting, without a longer annual or six monthly report. Gill Leng confirmed that she would consider further the approach to the report with the Medicines and Technologies Programme Director, and discuss the support the Communications directorate may be able to provide. In the interim, there would not be an uptake and impact report to the July Board.

ACTION: GL

Public involvement strategic review (item 6.1)

7. Victoria Thomas presented the draft paper to the July Board meeting on the outcomes and proposals following the review of public involvement and public consultation.
8. SMT discussed the paper and welcomed the balance between harmonising the approach to public involvement across NICE, and recognising differences arising from the specific functions of the individual programmes. SMT supported the principles within the paper and noted that further discussions will take place between the Public Involvement Programme (PIP) and the programme teams to refine the proposals and the approach to implementing these.
9. SMT agreed that the paper should be reduced in length to facilitate a discussion on the main proposals and the rationale for these. Specifically, the paper should outline the background to the consultation; the proposals subject to feedback; the messages from the consultation; and the proposed changes to NICE's activities in light of the feedback. It should also note the approach to implementing the changes. The consultation summary should remain as an appendix. It was agreed that Gill Leng would sign-off the revised Board paper.

ACTION: VT / GL

Annual workforce report (item 6.2)

10. Sarah Acton presented the draft annual workforce report. The report will be presented to the July Board meeting alongside the annual report and accounts, and provides further background on NICE's pay spend in 2016-17. Sarah highlighted that the gender pay gap has reduced slightly, and the proportion of staff from black and minority ethnic groups in bands 7 and above has increased.
11. SMT reviewed the report and discussed a number of issues, including the low number of exit interviews, the gender pay reporting, and the scope to increase the number of band 6 roles to provide greater career progression opportunities.
12. A number of amendments were requested, including to:
 - Explain why the overall pay costs and number of staff increased given the reductions in NICE's grant in aid funding.
 - Improve the presentation of the information on turnover across the pay bands and include information on 'grade-drift' if possible.
 - Provide information on the average number of applications per advertised role.
 - Explain the methodology for the gender pay analysis and the background to the data.
 - Revise the chart and accompanying narrative on the religion / belief of staff.
 - Highlight differences between the profile of those applying to roles at NICE and those subsequently appointed.

- Amend the information on the management of change exercises and the workforce priorities moving forward.

13. Subject to these, and other minor drafting points, SMT agreed the report for submission to the July Board meeting. Andrew Dillon would sign-off the revised report for the Board.

ACTION: SA / AD

Use of the NICE logo (item 6.3)

14. Danielle Mason presented the proposed principles to support decisions on the use of the NICE logo on documents, reports, printed resources and online material.
15. SMT agreed the principles for implementation subject to clarification that the Director of Communications has the discretion to allow the use of the NICE logo outside of these circumstances. Andrew Dillon asked Danielle Mason to provide a slide on the principles for the next all staff meeting. Information should also be included in 'Your Week @ NICE'.

ACTION: DM

Referral for clinical guideline and quality standard (item 6.4)

16. SMT noted the formal request from NHS England for NICE to develop a clinical guideline and quality standard for 'shared decision making: practical guidance for health and social care professionals'.

Strategy (item 7)

17. None.

Weekly staff SMT updates (item 8)

18. SMT agreed the staff updates.

ACTION: DC

Any other business (item 9)

19. SMT discussed the arrangements for next week's session with McKinsey. Andrew stated that he would liaise with McKinsey on the arrangements for the session and asked SMT members to let David Coombs know if they are planning to attend.

ACTION: SMT