NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 28 March 2017

Present

Gill Leng	Director – Health and Social Care (meeting chair)
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications
Alexia Tonnel	Director – Evidence Resources

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Sarah Acton	Senior HR Business Partner (item 5.1)
Nick Crabb	Programme Director – Centre for Health Technology Evaluation
Sian Knight	Senior Audience Insight Manager – Communications (item 5.2)

Apologies (item 1)

1. Apologies were received from Andrew Dillon and Carole Longson, with the latter represented by Nick Crabb.

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 21 March 2017 were approved subject to the revision of paragraph 23.

Matters arising (item 4)

4. The meeting reviewed the actions from the meeting held on 21 March 2017.

5. It was agreed that David Coombs would discuss with Andrew Dillon whether the aim is to present revised risks to the April Board Strategy meeting in addition to the updated risk management policy.

ACTION: DC

6. Alexia Tonnel would discuss with Andrew Dillon whether to add longer term digital partnership opportunities to the SMT away-day agenda.

ACTION: AT

7. SMT discussed further the Quality Standards 'viewer'. Alexia Tonnel stated that the viewer had been built as a discovery tool to test the use of rich content enabled within the Knowledge Base. Given the resource requirements, work to progress and update the tool is currently on hold, whilst further user feedback is sought. Gill Leng outlined her understanding that the viewer had been developed to help users navigate the growing Quality Standards library and highlighted an expectation by users that the viewer would be maintained and kept up to date with new Quality

Standards. She queried whether the viewer is sufficiently promoted on the NICE website, and suggested this makes it difficult to assess the tool's value to users. Jane Gizbert agreed on the value of the viewer, but highlighted the work for the editorial team in uploading new Quality Standards to the viewer. SMT discussed the issues raised and agreed that it is necessary to better understand the usage and demand for the viewer to inform a decision on whether it should be maintained. It was agreed to hold a follow-up discussion on options for resourcing the ongoing development of the viewer and how to understand the usage and the audience demand for the viewer. Gill noted potential scope for the Quality Standards team to assist the process to update the viewer, to mitigate the impact on the editorial team.

ACTION: GL / AT / JG

8. All other actions were complete or in hand.

Probation policy (item 5.1)

9. Sarah Acton presented the proposed probation policy for SMT's approval. This would be a new policy that will support line managers and new starters to manage the probation period more effectively by agreeing performance expectations and taking appropriate action where these required standards are not met.

10. SMT reviewed the policy and agreed that:
   - Timekeeping/attendance and behaviours/attitude should be added to the list of standards in paragraph 10, with paragraph 14 amended to cross reference these standards.
   - The flow-chart in paragraph 8 should reference the option for NICE to terminate a contract of employment prior to the end of the probation period. Paragraph 19 should note the circumstances when NICE may wish to take such course of action.
   - Paragraph 22 should note NICE will recover any annual leave from the final salary payment in the event this exceeded the leave accrued.
   - Consistent terminology should be used throughout the policy.

11. SMT discussed the provision to extend a probation period in exceptional circumstances. It was agreed that managers are responsible for making such judgment, but should take account of the advice provided by HR.

12. Subject to the above amendments, SMT agreed the policy for implementation.

13. SMT agreed that it would be helpful to develop a statement of the expected behaviours for NICE staff. Gill Leng offered to provide an example from another organisation to inform development of such statement for NICE.

ACTION: GL / SA

Stakeholder reputation survey (item 5.2)

14. Jane Gizbert outlined the proposal to run a stakeholder reputation survey, and introduced Sian Knight, who provided further background on the survey and proposed approach.

15. SMT reviewed the proposed questions. It was agreed to simplify the proposed question 9 to ask about the frequency NICE guidance is used, rather than breaking this into questions on specific products. It was also agreed to amend the fifth

statement under question 5 to read *'NICE is responsive to medical innovations'.*
Sian Knight clarified the routing of the questions and confirmed that questions 7
and 8 would be asked to all respondents.

ACTION: SK

16. Subject to the above amendments, SMT agreed the survey and proposed
approach. Jane Gizbert confirmed she would brief the Board on both the proposed
survey and the results.

ACTION: JG

Accelerated Access Review response framework (item 5.3)

17. Nick Crabb introduced the item and asked SMT to consider NICE's input to the
Accelerated Access Review (AAR) response framework, which is being
coordinated by the Office for Life Sciences (OLS) and will be the Government's
response to the AAR.

18. Nick highlighted comments provided by Andrew Dillon on the need to ensure
alignment between the AAR proposals and current and planned changes to the
technology appraisal (TA) and highly specialised technologies (HST) programmes.
Andrew had also noted the need for the framework to recognise the intention to
charge for TAs and HSTs, subject to Treasury approval, and that NICE will require
funding for any new activities arising from the AAR. Nick stated that these points
will be explicitly noted in comments on the draft framework, and also in a covering
note to the OLS. SMT agreed that the cover note should make clear the initiatives
NICE anticipates leading, and the funding required to do so.

19. In addition to the above comments, it was agreed that the feedback should seek
clarification of the relationship between the NICE Implementation Collaborative
(NIC) and the proposed Accelerated Access Partnership. Wording should also be
added to section 8 to highlight NICE's work in relation to digital technologies.

ACTION: GL / AT

20. SMT agreed that subject to the above amendments, Mirella Marlow could submit
the feedback to the OLS.

ACTION: MM

Strategy (item 6)

21. None.

Weekly staff SMT updates (item 7)

22. SMT agreed the staff updates.

ACTION: DC

Any other business (item 8)

23. Ben Bennett highlighted the work underway to prepare for the new obligations
around 'off-payroll' payments arising from IR35. A paper will be brought to SMT
shortly on the key implications across NICE's programmes.

24. Gill Leng briefly updated SMT on the Department of Health's (DH) work to prepare for 'Brexit'. Nicola Bent is the point of contact for NICE and attends an overarching steering group coordinated by the DH. Beneath this, there are 6 workstreams, and NICE is represented on three: medicines and life sciences; public health; and data.