

**NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

**Public Board Meeting held on 16 May 2018  
at St James' University Hospital, Leeds, LS9 7TF**

These notes are a summary record of the main points discussed at the meeting and the decisions made. They are not intended to provide a verbatim record of the Board's discussion. The agenda and the full documents considered are available in accordance with the NICE Publication Scheme.

Present

Professor David Haslam	Chair
Professor Sheena Asthana	Non-Executive Director
Professor Angela Coulter	Non-Executive Director
Professor Martin Cowie	Non-Executive Director
Elaine Inglesby-Burke	Non-Executive Director
Professor Tim Irish	Non-Executive Director
Dr Rima Makarem	Non-Executive Director
Tom Wright	Non-Executive Director

Executive Directors

Sir Andrew Dillon	Chief Executive
Professor Gillian Leng	Health and Social Care Director and Deputy Chief Executive
Professor Mark Baker	Centre for Guidelines Director
Ben Bennett	Business Planning and Resources Director

Directors in attendance

Meindert Boysen	Centre for Health Technology Evaluation Director
Jane Gizbert	Communications Director
Alexia Tonnel	Evidence Resources Director

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
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**18/035 APOLOGIES FOR ABSENCE**

1. Apologies were received from Dr Rosie Benneyworth.

**18/036 CONFLICTS OF INTEREST**

2. There were no conflicts of interest declared.

### **18/037 MINUTES OF THE LAST MEETING**

3. The minutes of the Public Board Meeting held on 21 March 2018 were agreed as a correct record.

### **18/038 MATTERS ARISING**

4. The Board received an update on the actions from the Public Board meeting held on 21 March 2018, noting that:
  - A verbal update on the workforce matters raised at the last meeting would be provided as part of the finance and workforce report.
  - The covering paper for the impact report outlines the proposed topics for future reports. This month's impact report includes information on the barriers to the uptake of PCSK9 inhibitors, and future reports will include information on barriers to implementation of the relevant guidance where data is available.
  - The proposed revised manual for developing guidelines has been issued for public consultation.
  - The updated guide to the process of technology appraisals has been published and phased implementation of the new process begun from 1 April 2018.
  - The Centre for Health Technology Evaluation progress report has been amended to include the outcome of each piece of published guidance.

### **18/039 CHIEF EXECUTIVE'S REPORT**

5. Andrew Dillon presented his report, describing the main programme activities to the end of March 2018 and summarising the financial position at the end of the same period. At the end of the year, there are no material variances with the delivery of guidance nor the wider business plan objectives to report. The report also includes a new section reporting on the performance of the newly created Science Advice and Research programme. The programme was, until recently, part of the Centre for Health Technology Evaluation but was separated out prior to the appointment of the new director for that centre, to provide a more manageable set of functions.
6. The Senior Management Team responded to a series of questions on the report. It was noted that the changes to the technology appraisal programme agreed at the March Board meeting seek to enable NICE to meet the increased referrals to the programme within existing committee resources. The changes should not put further pressure on the speed of production indicators in the balanced scorecard. Ways to utilise the interest of those who are unsuccessful in their application to join NICE committees as lay members were discussed,

including the public involvement programme expert panel and the audience insight panel.

7. The Board received the report and welcomed the positive performance over the course of 2017/18.

#### **18/040 FINANCE AND WORKFORCE REPORT**

8. Ben Bennett presented the report which outlined the financial position at the end of March 2018 and provided an update on the workforce strategy. At the end of the year, the provisional year-end position was a revenue under spend of £4.3m against the original budget, which was attributable to vacant posts, under spends on the non-pay budget and additional unbudgeted income generation within directorates. This underspend has been returned to the Department of Health and Social Care (DHSC). The external audit on the 2017/18 position is underway, with a 'clean' opinion envisaged. The audited annual report and accounts will be presented to the Board for approval at its meeting on 20 June 2018.
9. As requested at the last Board meeting, Ben provided an update on the actions following healthy work week and the areas identified in the survey on managers' training needs. The health and wellbeing group continue to oversee a range of activities to support employee wellbeing, including in relation to mental health and wellbeing and musculoskeletal health. In the survey managers identified a range of topics for training, to be delivered through a variety of formats. The HR team are currently developing training programmes in response.
10. In response to a question from the Board, Ben stated that he did not believe the vacancy rate was placing undue pressure on staff and was not a material factor in recent employment tribunals. The vacancy rate has reduced, but recruitment challenges remain for some technical roles. NICE has recently appointed a recruitment manager to lead a series of initiatives to further improve recruitment. In response to a question from the Board, Ben confirmed that the expenditure on legal fees is appropriately and robustly managed.
11. Board members welcomed the achievement of the apprenticeship recruitment target for 2017/18, and discussed the retention and development of apprentices, and the scope to offer graduate level apprenticeships. It was suggested that it would be helpful to review the roles secured by former apprentices to help gauge the impact of their apprenticeship at NICE.
12. The Board received the report.

#### **18/041 NICE IMPACT: CARDIOVASCULAR DISEASE PREVENTION**

13. Gill Leng presented the report on how NICE's guidance is being used in the national priority area of cardiovascular disease (CVD) prevention. Gill highlighted the proposed topics for future reports outlined in the covering paper,

which have been selected on the basis of national priority areas. The commentary from the National Lead for CVD prevention has now been received and will be added to the impact report before publication.

14. Board members welcomed the report, and highlighted the importance of promoting these impact reports. Suggestions included linking with national patient groups, and distributing copies at relevant national conferences. Jane Gizbert agreed to provide information on the activities undertaken to promote the reports in the next covering paper, including the number of views on the NICE website.

**ACTION: Jane Gizbert**

15. In the context of shared decision making and the increasing promotion of patient decision aids, it was suggested that it may be appropriate to look beyond prescribing data when seeking to measure the impact of NICE guidance. It was noted however, that data may not be currently available to record whether it was decided not to prescribe medication following the use of a patient decision aid.
16. It was agreed that future reports should include information on variation in uptake across demographic groups and geographical areas. This would help identify barriers to implementation, that may be specific to certain patients and service users, and therefore the action that could be taken in response.

**ACTION: Gill Leng**

17. A member of the audience from the life sciences industry gave positive feedback on a recent event arranged by NICE's Office for Market Access. He highlighted the importance of this system-wide work undertaken by NICE.

#### **18/042 IMPLEMENTING NICE GUIDANCE AND QUALITY STANDARDS: AUDIENCE INSIGHT REPORT AND NICE RESPONSE TO FINDINGS**

18. Gill Leng presented the report that outlined the findings of the 2017 NICE guidance and quality standards audience insight report, and NICE's response. The survey highlighted issues that are already known to NICE, and the findings support the work already undertaken, and that in progress including through the implementation strategy, the 2018/19 business plan, the revised guidelines manual, and the digital content strategy.
19. Board members discussed the report, highlighting particular areas where there is scope to increase engagement with NICE guidance. The importance of engaging with the Care Quality Commission (CQC) to ensure NICE guidance is reflected in the key lines of enquiry (KLOE) across the CQC's assessment domains was highlighted.
20. The Board noted the report, and supported a proposal to repeat the survey at a later date in order to evaluate the impact of the actions taken to address the highlighted issues.

#### **18/043 AUDIT AND RISK COMMITTEE MINUTES**

21. Rima Makarem, Chair of the Audit and Risk Committee, presented the unconfirmed minutes of the Audit & Committee meeting held on 25 April 2018. She outlined the issues discussed at the meeting, which was focused on year-end reporting. In line with a recommendation from a DHSC event that Boards receive training on cyber security, NICE's external auditors will be asked to deliver a session to the Committee highlighting areas Boards should seek assurance on.
22. The Board received the unconfirmed minutes. It was agreed that the cyber security session would be open to all Board members.

#### **18/044 AUDIT AND RISK COMMITTEE ANNUAL REPORT 2017/18 AND TERMS OF REFERENCE**

23. Rima Makarem presented the report that summarised the work of the Audit and Risk Committee during the 2017/18 financial year. The Committee has also undertaken an annual review of its terms of reference and do not propose any changes.
24. The Board noted the report and confirmed no changes were required to the Committee's terms of reference.

#### **18/045 REVISIONS TO STANDING ORDERS, STANDING FINANCIAL INSTRUCTIONS AND RESERVATION OF POWERS TO THE BOARD & SCHEME OF DELEGATION**

25. Ben Bennett presented the proposed changes to the standing orders, standing financial instructions and reservation of powers to the Board & scheme of delegation following an annual review. The aim has been to simplify the documents, remove duplication, and use plain English. The Audit and Risk Committee reviewed and supported the amendments at its meeting on 25 April.
26. The Board approved the updated documents.

#### **18/046 HEALTH AND SAFETY POLICY**

27. Ben Bennett presented the updated health and safety policy which has been redrafted in line with Health and Safety Executive (HSE) guidance.

28. The Board approved the updated policy, subject to adding in reference to undertaking a risk assessment when travelling to countries identified as high risk by the Foreign and Commonwealth Office.

**ACTION: Ben Bennett**

29. It was also agreed to highlight to staff that appropriate insurance is required when using a private vehicle to travel to a meeting as part of their NICE role, even if mileage expenses are not being claimed.

**ACTION: Ben Bennett**

### **18/047 DIRECTOR'S REPORT FOR CONSIDERATION**

30. Alexia Tonnel presented the update from the Evidence Resources Directorate, and highlighted particular areas of note within the report including the work undertaken by the digital services and information resources teams, the ongoing performance of the well-used digital evidence services, and joint working with partners on initiatives to support the distribution and re-use of NICE content in decision support and other third party systems. Alexia highlighted the redevelopment of internal guidance on copyright management, and the work to put in place the infrastructure and standard operating procedures for generating revenue from international sales.
31. The Board discussed the information in the report on the usage of NICE digital services, including the declining use of apps as a result of increased access to the website from mobile devices. Statistics on access to the BNF via digital methods was requested, in order to provide comparison to the number of printed copies of the BNF that are produced.

**ACTION: Alexia Tonnel**

32. The Board noted the report and thanked Alexia for the work of the Directorate.

### **18/048 – 18/051 DIRECTORS' REPORTS FOR INFORMATION**

33. Referring to the earlier discussion on the impact report, Jane Gizbert highlighted the information in the Communications Directorate Report on the use of storytelling on Instagram to help sustain engagement on key issues. These features have included the impact reports, and NICE has been asked by the Cabinet Office's Communications Service to share insights from this work.
34. Gill Leng highlighted the performance against the 2017/18 strategic engagement metrics outlined in the Health and Social Care Directorate progress report. The report also included the proposed metrics for 2018/19, on which feedback from Board members is welcome.
35. The Board received the Directors' Reports.

## **18/052 ANY OTHER BUSINESS**

36. There was no further business to discuss.

## **NEXT MEETING**

37. The Board will be meeting on 20 June 2018 to approve the annual report and accounts. This meeting will be held in closed session.

38. The next public meeting of the Board will be held at 1.30pm on 18 July 2018 at Oxford Town Hall, St Aldate's, Oxford OX1 1BX (Annual General Meeting).