

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

**Annual General Meeting and Public Board Meeting held on 21 September 2016
at Nottingham Council House, Old Market Square, Nottingham, NG1 2DT**

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
Dr Rosie Benneyworth	Non-Executive Director
Professor David Hunter	Non-Executive Director
Elaine Inglesby-Burke	Non-Executive Director
Tim Irish	Non-Executive Director
Andy McKeon	Non-Executive Director
Linda Seymour	Non-Executive Director
Jonathan Tross	Non-Executive Director

Executive Directors

Sir Andrew Dillon	Chief Executive
Professor Gillian Leng	Health and Social Care Director and Deputy Chief Executive
Ben Bennett	Business Planning and Resources Director
Professor Carole Longson	Centre for Health Technology Evaluation Director

Directors in attendance

Professor Mark Baker	Centre for Guidelines Director
Jane Gizbert	Communications Director
Alexia Tonnel	Evidence Resources Director

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
--------------	---

16/076 APOLOGIES FOR ABSENCE

1. None.

16/077 CONFLICTS OF INTEREST

2. None.

16/078 MINUTES OF THE LAST MEETING

3. The minutes of the Board meeting held on 20 July 2016 were agreed as a correct record.

16/079 MATTERS ARISING

4. The Board reviewed the actions arising from the Board meeting held on 20 July 2016. It was noted that progress with the strategic savings programme and NICE's relationship with the Care Quality Commission (CQC) will both be discussed further at the October Board away-day. The consultation paper on proposed changes to patient and public participation in developing NICE guidance is being revised in light of the discussion at the July Board, and will be issued to Board members for comment.
5. All other actions were complete.

16/080 CHIEF EXECUTIVE'S REPORT

6. Andrew Dillon presented his report, describing the main programme activities and financial position for the five months to the end of August 2016. He highlighted the amendments to the format of the report and stated that a new template to standardise the content and presentation of the Directors' reports to the Board is being produced. This should be in place for the November Board meeting.
7. Linda Seymour asked about progress with reviewing the longer term approach for supporting the implementation of NICE's social care guidance, which is currently part of the contract with the Social Care Institute for Excellence (SCIE). Gill Leng confirmed this review remains underway, and the Board will be kept updated on this matter.
8. Andy McKeon asked whether the Technology Appraisal Committee (TAC) chairs are fully supportive of the proposal for the committees to discuss five topics a day, given the feedback from one of the chairs at the August Board strategy meeting. Carole Longson confirmed the TAC chairs were fully engaged with, and supportive of, this development.
9. The Board received the report.

16/081 FINANCE AND WORKFORCE REPORT

10. Ben Bennett presented the report which outlined the financial position as at 31 August 2016 and provided an update on the workforce strategy. The full year forecast out-turn is a £2.1m underspend against the revenue resource limit. This

includes provision of £1m to meet liabilities arising from planned restructures as part of the strategic savings programme.

11. Rosie Benneyworth highlighted the need to ensure that decisions to hold posts vacant are managed to avoid inappropriate workloads for remaining staff. She asked whether the policy of recruiting staff internally could affect the quality of those recruited. Ben Bennett stated that current vacancies are largely due to turnover. However, as the restructuring progresses, it will be necessary to hold open some posts to minimise the loss of staff. The impact of this will need to be carefully managed. Whilst the default is to seek to recruit internally, there is the ability to recruit externally where there are not sufficient internal candidates.
12. The Board received the report. It was agreed that sickness absence should be presented graphically to identify any changes over the course of the savings programme, and appendix A should be revised to reflect the transfer of the staff previously working on NICE International.

ACTION: Ben Bennett

16/082 ANNUAL REPORT AND ACCOUNTS 2015-16

13. Andrew Dillon presented the annual report and accounts 2015-16 which had been laid before Parliament. He highlighted the 'clean' external audit opinion.
14. Jonathan Tross, chair of the Audit and Risk Committee, stated that the positive audit opinion demonstrates the strength of NICE's financial management. Looking forward, he stated that it would be helpful for NICE to be able to calculate the cost of producing its respective guidance products. Ben Bennett stated that the project to recover the costs of the technology appraisal and highly specialised technologies programmes will be a first step in providing this visibility.
15. The Board formally received the annual report and accounts.

16/083 ANNUAL WORKFORCE REPORT

16. Ben Bennett presented the annual workforce report 2015-16 that provided a summary of the workforce profile at 31 March 2016 and particular workforce issues of note in 2015-16. He highlighted that as the workforce has grown, the average cost of each whole time equivalent (WTE) has continued to fall since 2011-12. Ben noted that staff from black, Asian and minority ethnic groups continue to be underrepresented in higher pay bands, and this issue is one of NICE's equality objectives. He noted that there continues to be a disparity between the proportion of applicants for staff roles that are from black, Asian and minority ethnic groups and those that are appointed. Ben thanked Lorraine Howard-Jones, Associate Director – Human Resources, for the production of the report.

17. In response to a question from the Board, Ben stated that the current pressures on the HR team have affected the completion rate for exit interviews. He acknowledged the scope to improve the completion rate.
18. The Board received the report. It was requested that future reports provide further analysis of the expenditure on training to demonstrate take-up by directorate/centre as a proportion of staff, and to outline expenditure compared to previous years and, if possible, other organisations.

ACTION: Ben Bennett

16/084 STAFF SURVEY

19. Ben Bennett presented the report that outlined the results of the 2016 survey, and the proposed action plan in response. The report also provided an update on the action taken in response to the 2015 survey.
20. Linda Seymour welcomed the results which indicate staff continue to view NICE as a good place to work. She queried the proposed actions in relation to stress and mental health. Given the level of research available from organisations such as MIND and the Work Foundation, and the evidence underpinning NICE's own guidance on work-place health, she stated that NICE does not need to undertake further research in response to the survey. Ben Bennett agreed with the comment and highlighted that the health and wellbeing group will actively look to include mental wellbeing as part of healthy work week. He agreed that the group could also benchmark NICE against its own work-place health guidance.
21. Andy McKeon expressed surprise that only 54% of staff felt they had good opportunities to use their skills. It was agreed to benchmark this response against other organisations if possible.

ACTION: Ben Bennett

22. The Board received the report and supported the proposed action plan. The Board congratulated the Senior Management Team for maintaining the positive results given the challenges faced by NICE. Board members highlighted the importance of management analysing variations within NICE, and identifying any areas of concern, particularly in relation to bullying and harassment. The Board noted the importance of being alert to staff morale, and the heightened risk of behaviours that could be perceived as bullying and harassment behaviours during the upcoming management of change exercises.

16/085 UPTAKE AND IMPACT REPORT

23. Gill Leng presented the first of the new six monthly uptake and impact reports that provided an overview of the information NICE has about how its products are being used, and information on NICE's impact in the wider health and care

system. Gill welcomed Sally Chisholm, Programme Director – Adoption and Impact, to the meeting who led the production of the report and will be leaving NICE this week. Sally provided further background to the report and highlighted that future iterations will include more information on NICE’s impact.

24. The Board welcomed the report and the evidence of NICE’s impact. Several Board members noted the graphic that summarised the outcome of national audits or reports that included audit criteria relating to recommendations from NICE products. It was suggested that it would be helpful to understand why some audits found improved uptake of NICE guidance, and others showed reduced uptake from previous audits.
25. Board members noted that the report will continue to evolve and highlighted suggestions for future reports. Further information on the uptake of NICE’s productivity and decommissioning products was requested, including figures on the resultant savings from the use of NICE guidance. The imbalance in the level of information available on public health and social care, compared to healthcare was noted. It was suggested that it would be helpful to provide further information on the reasons for this, and the rationale for selecting the case studies in the report. It was requested that the charts showing uptake of technology indicate the dates guidance was published and updated.

ACTION: Gill Leng

26. The Board received the report and thanked Sally Chisholm for her contribution to NICE.

16/086 ANNUAL EQUALITY REPORT

27. Ben Bennett presented the annual equality report for 2015-16. The report provided information on the characteristics of those applying to join the advisory committees in 2015-16, and those subsequently appointed, along with the results of the annual survey of committee members. The report also included information on equality considerations in guidance published in 2015-16 and summarises the workforce profile at 31 March 2016. Ben thanked David Coombs, Associate Director – Corporate Office, for producing the report.
28. Andy McKeon highlighted the underrepresentation of those from black, Asian and minority ethnic groups on the committees and in the workforce. He highlighted that such staff are particularly underrepresented compared to the populations of London and Manchester, where NICE is based. Ben Bennett stated that NICE has an equality objective to increase applications to its committees from individuals from black, Asian and minority ethnic groups. The issue with the workforce is that the proportion of individuals from black and minority ethnic groups who are appointed to the workforce is much lower than the proportion of applicants. NICE cannot positively discriminate in favour of such applicants to address this.

29. Gill Leng noted the upcoming requirement for organisations to report on pay by gender and suggested NICE should seek to be an exemplar in this reporting.
30. The Board received the report.
31. A NICE Fellow in the audience referred to the requirement for all organisations with more than 250 staff to report information on pay by gender. She also urged NICE to support any employees who may wish to raise equal pay claims.

16/087 DIRECTOR'S REPORT FOR CONSIDERATION

32. Jane Gizbert presented the update from the Communications Directorate. She drew the Board's attention to key items of note in the report, including the promotion of the Fellows and Scholars programme, the delivery of savings within the directorate, and developments in NICE's digital activities. She highlighted that the NICE website has recently been ranked as the third most visited in the NHS, behind NHS Choices and the Care Quality Commission.
33. The Board discussed and welcomed the ongoing development of NICE's multimedia activities. In response to feedback from the recent regional engagement event, Jane Gizbert confirmed that the website continues to be reviewed and refined. David Haslam asked for information on the level of visits to the NICE website from outside of the UK.

ACTION: Jane Gizbert

34. The Board received the report and thanked Jane Gizbert for the work of the Directorate.

16/088-16/091 DIRECTORS' REPORTS FOR INFORMATION

35. The Board received the Directors' Reports.
36. Rosie Benneyworth asked whether consideration is being given to how NICE guidelines can promote integrated care following the establishment of the Centre for Guidelines. Mark Baker suggested this matter is explored further in a future discussion.

16/092 ANY OTHER BUSINESS

37. David Haslam noted this was David Hunter's and Linda Seymour's last public Board meeting. On behalf of the Board, he paid tribute to their contribution.
38. The Board then passed the following resolution to move to a brief part 2 meeting to discuss confidential matters:

"That representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest".

NEXT MEETING

39. The next public meeting of the Board will be held at 1.45pm on 16 November 2016, in UHSM Academy, Wythenshawe Hospital, Southmoor Road, Manchester, M23 9LT.