

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

**Public Board Meeting held on 19 September 2018
at King's Hall, Kingsway, Stoke on Trent, ST4 1JH**

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

Dr Rosie Benneyworth	Vice Chair and Non-Executive Director
Professor Sheena Asthana	Non-Executive Director
Professor Angela Coulter	Non-Executive Director
Elaine Inglesby-Burke	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
Ben Bennett	Business Planning and Resources Director

Directors in attendance

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

In attendance

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

18/072 APOLOGIES FOR ABSENCE

1. Apologies were received from Sir David Haslam, Professor Martin Cowie and Professor Tim Irish.
2. Rosie Benneyworth welcomed Paul Chrisp to his first Public Board meeting as Centre for Guidelines Director.

18/073 DECLARATIONS OF INTEREST

3. The declared interests were noted, and it was confirmed there were no conflicts of interest relevant to the meeting.
4. Rima Makarem stated that from 1 October she would be a Non-Executive Director and the Audit Committee chair at the House of Commons Commission. The register of interests will be updated accordingly.

ACTION: David Coombs

18/074 MINUTES OF THE LAST MEETING

5. The minutes of the Public Board Meeting held on 18 July 2018 were agreed as a correct record.

18/075 MATTERS ARISING

6. The Board received an update on the actions from the Public Board meeting held on 18 July 2018.
 - Meindert Boysen stated that by the March 2019 Board meeting there should be sufficient information available on the budget impact test's effect on market access timescales.
 - Ben Bennett stated that the variation in the take up of external training courses between centres and directorates has been reviewed, and this reflects the differing training needs across NICE. This information will be presented in a more meaningful format in next year's workforce report. Ben also confirmed that HR will examine the extent it is possible to include commitment to public involvement in recruitment and appraisals when these processes are next reviewed.
 - Gill Leng confirmed that the field team are looking at a more systematic approach for working with ambulance services in response to the suggestion at the last meeting about falls and fragility fractures. In addition, NICE continues to work with national partners such as the Care Quality Commission to promote NICE's guidance on hip fractures.

18/076 CHIEF EXECUTIVE'S REPORT

7. Andrew Dillon presented his report, describing the main programme activities to the end of August 2018 and summarising the financial position at 31 July. At the end of this period, there are no major variances to report.
8. In response to a question from the Board, Andrew stated that the slippage in the delivery of NICE Science Advice projects compared to last year is due to a reduction in capacity following long-term sickness absence of a senior member

of staff. It does not represent a potential longer term reduction in demand. Andrew stated that it will however be important to monitor if any changes to the medicines regulatory process following the UK's departure from the European Union affect the level of demand for NICE Science Advice's services.

9. The Board received the report.

18/077 FINANCE AND WORKFORCE REPORT

10. Ben Bennett presented the report which outlined the financial position at 31 July 2018. The current forecast is for the year-end outturn to be an underspend of £0.5m, after the £0.9m of non-recurrent expenditure agreed by the Senior Management Team on the initiatives outlined the report. Ben highlighted that the Department of Health and Social Care's (DHSC) consultation on the revised regulations to enable charging in the technology appraisal and highly specialised technologies programmes recently closed. This is the final aspect of the strategic savings programme and will be a key aspect of the 2019/20 business planning process that is about to commence.
11. Rima Makarem, chair of the Audit and Risk Committee, asked whether additional savings will be required to fund the agenda for change pay award in future years. Ben Bennett confirmed that the DHSC provided £0.5m this year to fund the additional cost above the budgeted 1% pay award, and it is anticipated further funding will be provided next year.
12. The Board received the report.

18/078 NICE IMPACT: DIABETES

13. Gill Leng presented the report on how NICE's guidance is being used in the national priority area of diabetes. Gill highlighted the extent of NICE's guidance in this area and welcomed the positive commentary from the Diabetes UK Chief Executive.
14. Board members welcomed and praised the report, and asked about the activities to promote the impact reports. Gill Leng and Jane Gizbert highlighted the extensive activities undertaken, including utilising social media and links with professional and voluntary groups. It was agreed that the covering paper for the next report should include an update on the latest engagement and promotion activities in respect of the impact reports.

ACTION: Jane Gizbert

15. The Board received the report.
16. A member of the audience highlighted the work of a GP, Dr David Unwin, on diabetes.

18/079 UPDATED GUIDELINES MANUAL

17. Paul Chrisp presented the paper that set out key comments made on, and changes made to, Developing NICE Guidelines: the manual following public consultation. Over 60 organisations responded to the consultation, with 673 comments received. Paul highlighted the changes made in response to the consultation and thanked his predecessor, Professor Mark Baker, for overseeing the update of the manual and the consultation.
18. The Board noted the consultation outcome and discussed the issues to be considered in future updates of the manual. It was noted that improved labelling and linking of recommendations would enable discrete aspects of a guideline to be more easily updated following an agile surveillance process. This linkage would also help clinicians use multiple guidelines in cases of multi-morbidity. It was noted that if the manual is to be updated more regularly than every three years as at present, it would be appropriate to consider more flexible ways of approving these amendments with only major updates requiring Board approval.
19. The Board approved the manual for publication and implementation.
20. A member of the audience who was an NHS clinician welcomed the decision to retain the standard four week consultation period on draft scopes of partial updates. He welcomed NICE's guidance on multi-morbidity and NICE's increased focus on shared decision making. He stated that given demographic changes, guidance on the very frail elderly would be helpful.

18/080 STAFF SURVEY 2018

21. Ben Bennett presented the report that set out the results of the staff survey and the action plan developed in response. The results paint an overall positive picture of NICE as a place to work, with 95% rating this as excellent, very good, or good. Improvements were reported in most areas, and NICE ranks in 11th place against the other 65 organisations in Survey Solutions' database. Ben thanked Grace Marguerie and Sarah Acton for their work in this area, and highlighted that the results will inform the refreshed workforce strategy that will come to the Board in November.
22. Board members welcomed the very positive results, and made a series of observations and comments. The actions taken to support employees' mental health and wellbeing were noted, as were the proposals in the action plan in relation to bullying and harassment. The importance of recognising the diversity of the workforce in the refreshed workforce strategy was highlighted, including the specific career development aspirations of those in specialist and academic roles.
23. The Board noted the positive results and supported the action plan. Further information was requested on variation in the survey responses between

different demographic groups which would ensure actions can be appropriately targeted.

ACTION: Ben Bennett

18/081 ANNUAL EQUALITY REPORT

24. Ben Bennett presented the annual equality report, which has been produced as part of NICE's compliance with the public sector equality duty. The report provides an update on NICE's equality objectives; information on the characteristics of those applying to join the advisory committees in 2017/18, and those subsequently appointed; and the results of the annual survey of committee members. It also includes information on equality considerations in guidance published in 2017/18 and summarises the workforce profile at 31 March 2018. Ben thanked David Coombs for compiling the report, and Fiona Glen for chairing the cross Institute equality and diversity group.
25. The Board received the report.

18/082 FRAMEWORK AGREEMENT BETWEEN NICE AND THE DEPARTMENT OF HEALTH AND SOCIAL CARE

26. Andrew Dillon presented the updated framework agreement, which sets out how the two organisations will work together. It has been drawn up by the Department for Health and Social Care (DHSC) in consultation with NICE, and follows a standard format.
27. Meindert Boysen suggested that the National Institute for Health Research (NIHR) is added to paragraph 2.7. Andrew Dillon noted this section is not a comprehensive list of NICE's partners but would suggest this addition to the DHSC.

ACTION: Andrew Dillon

28. Subject to the above potential amendment, the Board approved the framework agreement.

18/083 GENERAL COMPLAINTS POLICY AND PROCEDURE

29. Ben Bennett presented the updated general complaints policy and procedure, which has been informed by review of other relevant organisations' policies. Ben highlighted the main changes to the policy, including to reduce the number of internal stages in the complaints process from three to two.
30. The Board supported the proposal to reduce the number of stages in the complaints process, noting the benefits for both the complainant and those subject to the complaint of a swifter resolution. It was agreed that paragraph 23

in the new policy should be clearer on the factors that the Chief Executive will consider when deciding who will undertake the stage 2 review of a complaint.

ACTION: Andrew Dillon

31. Subject to this amendment, the Board approved the updated general complaints policy and procedure, with this applying for all complaints received from this point forward. It was agreed that Rosie Benneyworth, as meeting chair, would agree this amendment to paragraph 23 on behalf of the Board.

18/084 DIRECTOR'S REPORT FOR CONSIDERATION

32. Jane Gizbert presented the update from the Communications Directorate, and highlighted the current review of the Directorate's work, which will consider how to most effectively support NICE's ever expanding and diverse work programme. Jane highlighted the recent activity to support and promote the Guidelines International Network conference, and introduced Philip Hemmings, who recently joined NICE as Associate Director, Publishing.
33. In response to a question from the Board on the backlog of enquires, Jane confirmed that responses are usually sent within the agreed timeframe.
34. The Board noted the report and thanked Jane for the Directorate's work.

18/085 – 18/088 DIRECTORS' REPORTS FOR INFORMATION

35. The Board received the Directors' Reports.

18/089 ANY OTHER BUSINESS

36. There was no further business to discuss.
37. The Board then passed the following resolution to move to a 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

38. The next public meeting of the Board will be held at 1.30pm on 21 November 2018 at Blair Bell Education Centre, Liverpool Women's Hospital, Crown St, L8 7SS.