

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 10 February 2015

#### Present

Andrew Dillon	Chief Executive
Gillian Leng	Director – Centre for Health and Social Care
Jane Gizbert	Director – Communications
Mark Baker	Director – Centre for Clinical Practice
Alexia Tonnel	Director – Evidence Resources

#### In attendance

Alana Christopher	Associate Director – Corporate Office
Mirella Marlow	Programme Director - CHTE
Victoria Thomas	Associate Director – Public Involvement Programme (item 5.2 and 5.3 only)
Sarah Cumbers	Associate Director – Guidance Development (item 5.4 only)
Lorraine Howard Jones	Associate Director – Business Planning and Resources (item 5.4 and AOB – recruitment freeze only)
Sarah Mort	HR Manager – Business Planning and Resources (AOB – recruitment freeze only)

#### Apologies

1. Apologies were received from Carole Longson and Ben Bennett.

#### Freedom of Information and Publication Scheme

2. Final documents will be made available on the NICE website in accordance with the Publication Scheme, subject to the redaction of exempt material.

#### Note of the previous meeting

3. The minutes of the 3 February were approved as a correct record, subject to a few changes suggested by Alexia Tonnel.

#### Matters arising

4. SMT noted all actions were in hand.

#### Business Plan 2015/16

5. SMT reviewed the comments received on the business plan from the Department of Health and NHS England. In addition to comments on specific sections of the plan, general comments focussed on integration and the need for NICE products to demonstrate integration, NICE's role in supporting NHS England's Five Year Forward and continual development of products to ensure that products developed by NICE are as useful as possible for commissioners.
6. SMT reviewed the proposed changes to the plan, to take into account the comments received. In addition to these changes, SMT suggested the following:
  - A section on integration to be included.
  - Gillian Leng and Mark Baker to amend their sections of the plan to include further explanation of their guidance products

- In addition to final outputs the plan should include the number of topics that will be actively developed in 2015/16
  - HR section to be expanded to include how the strategic organisational objectives will be achieved in a time of budgetary constraints.
  - Procurement pipeline for 2015/16 to be included
7. Andrew Dillon reminded directors to ensure that their directorate/centre objectives are aligned with the corporate strategic objectives.
  8. Jane Gizbert was asked to explore with her team the development of a web view of the plan.

#### **Public Involvement Programme Annual Report 2014**

9. Victoria Thomas presented NICE's first Public Involvement Programme Annual Report for approval for submission to the Board in March.
10. SMT congratulated Victoria and her team for an excellent report that highlighted the significant contribution of the team.
11. SMT requested that the graphs in the report should include numbers of respondents rather than percentage of respondents. Subject to these changes, the report was approved for submission to the Board.

**ACTION: VT**

#### **Public Involvement Programme Process Guide**

12. Victoria Thomas presented the Public Involvement Programme process guide. She reminded SMT that it had approved the guide in December for targeted consultation.
13. Victoria highlighted that the comments were in the main positive, with many helpful suggestions, particularly on the structure and running order of the text, inclusion of a glossary and specific suggestions for how the text could be improved and simplified.
14. Some commentators had made comments that were broader than the purpose of the guide in that they addressed issues of methodology or wider NICE policies, The methodological issues raised will be picked up with the relevant NICE teams and with the individual commentators, as appropriate.
15. Jane Gizbert indicated that there is no systematic objection to images being used in NICE documents, where they would enhance their readability. Jane also advised on the branding of the document.
16. SMT approved the manual for submission to the Board.

#### **Proposed changes to the HR structure and service**

17. Lorraine Howard Jones presented the thematic summary of comments received from the consultation and the proposed responses. She explained that the three major themes relate to concerns around insufficient administrative resource in the

proposed structure, the need for sufficient budget and time for team members to develop skills in new roles and concerns that the Associate Director post remains London-based. SMT reviewed the responses to the feedback received and made some amendments. It was felt that the response to the concern raised about insufficient administrative resource should state that the part time band 3 role will be kept under review and resources increased if required. SMT also requested that the paper should highlight that staff will be kept informed of the implementation of the changes.

**ACTION: LHJ**

18. SMT approved the proposed changes to the HR service.

**Guidance development plan - next steps review into quality assurance**

19. Sarah Cumbers presented the findings and recommendations of the GDP next steps review of quality assurance of NICE guidelines. Sarah explained that quality assurance mechanisms are built into guideline development processes and methods, and similar principles are followed across all programmes. However, these are not explicitly documented, and are operationalised differently across different programmes.
20. To ensure consistency, SMT made a number of recommendations. Sarah noted that the GDP process working group will continue to consider quality assurance issues at future meetings.
21. It was noted that quality assurance for safe staffing and medicines practice guidelines should be undertaken by the CCP quality assurance team, and not as separate streams of activity within the smaller guideline programmes. Implementation of this recommendation for safe staffing will take place next financial year and not 2017 as indicated in the paper.
22. SMT approved the recommendations outlined in the paper.

**Guidance development project update**

23. Sarah Cumbers provided an update on the unified manual, next steps reviews and transforming guidance development programme.
24. Sarah highlighted that there is confusion about the precedence of the standing orders and terms of reference (SOs/TORs) in the unified manual verses the individual SOs/TORs previously approved by the Board. Sarah recommended that for committees covered by the unified manual, it would be more efficient to maintain a single generic TOR/SO in the unified manual, with stand-alone lists detailing membership for each Committee.
25. SMT agreed the recommendation.

**Guideline Development Project – internal consultation comments**

26. Sarah Cumbers introduced the paper and explained that following a recent issue regarding comments considered by a guideline committee which were not subsequently published, a request was made for the GDP team to review how comments submitted from internal teams in response to NICE consultations are dealt with. Following consideration by the GDP Process Working Group, it was

recommended that all comments, including internal comments, should be considered and published.

27. SMT considered the recommendation and reached the following conclusion:

- Internal NICE staff are not expected to respond to formal consultations on draft guidelines and scopes
- External guideline developers (NCCs) are not expected to respond to formal consultations on their own documents, or on draft guidance and scopes for other topics
- Instead, an “internal validity check” should be undertaken, where internal staff and NCCs can submit comments on draft guidance or scopes
- Comments will be taken into account by the scope development team, or the guidance developer, but there is no obligation to make a formal response
- Internal validity check comments are presented to the Committee in full
- If a scope or guidance changes as a result of comments submitted during the internal validity check, then the guidance should note this change and attribute it to the internal validity check
- External evidence contractors including TAR groups are permitted to register as a stakeholder for relevant guidelines, or to submit comments as individuals. They are not included in the internal validity check.

#### **Triennial review**

28. Alana Christopher was asked to contact Kathy Scott for an update on the review publication timelines.

**ACTION: AC**

#### **Weekly staff SMT updates**

29. SMT agreed the staff updates.

**ACTION: AC**

#### **Any other business**

30. Lorraine Howard-Jones and Sarah Mort presented the recruitment activity report and explained the recruitment process which includes recruiting managers producing a business case for recruiting vacant or new posts. SMT requested that a template is developed for recruiting managers, which should include the criteria for recruiting posts during the recruitment freeze. SMT agreed that the criteria should be a) the post is business critical or b) it is deemed that the post cannot be suitably filled by anyone likely to be displaced..

31. SMT reviewed the request to recruit for an Associate Director in the Centre for Clinical Practice. SMT agreed that the post should not be recruited to and should be added to the pool of vacancies for staff by the Health and Social Care Directorate changes.