

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 6 January 2015

Present

Andrew Dillon	Chief Executive
Gillian Leng	Director – Centre for Health and Social Care
Carole Longson	Director – Centre for Health Technology Evaluation
Alexia Tonnel	Director – Evidence Resources
Jane Gizbert	Director - Communications
Ben Bennett	Director – Business Planning and Resources
Mark Baker	Director – Centre for Clinical Practice

In attendance

Alana Christopher	Associate Director – Corporate Office
Nick Titterington	Associate Director – Service Delivery (item 5.1 – 5.5)
Sally Chisholm	Programme Manager – HTAP (item 5.2 only)
Stephen Hine	Lead Developer (item 5.2 only)
Rachel Gick	Search Analyst (item 5.2 only)
Mark Minchin	Associate Director – Indicators (item 5.7 only)

Apologies

1. None received.

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. SMT noted that paragraphs 11 and 12 should be amended to refer to 'medicines optimisation' not medical optimisation'. Subject to these changes the minutes were approved as an accurate record.

Matters arising

4. Alana Christopher reported that the Department of Health has advised that appointments to NICE advisory committees are not public appointments (i.e. Ministerial appointments to a public body) therefore, the disqualification criteria in the Recruitment and Selection to Advisory Bodies policy do not apply. SMT agreed to review the policy in light of the advice and to consider if the Rehabilitation of Offenders Act should be built in to the policy.

ACTION: AC

5. Following a question from Ben Bennett about the BNF app, Mark Baker explained that the current NICE app will not be stood down until NICE is satisfied that the content and quality of the BNF app is suitable.
6. SMT noted the actions from the December Board meeting. Andrew Dillon agreed to speak to Lorraine Howard Jones, Associate Director – HR, about providing bullying and harassment information to the Board.

ACTION: AD

7. All other actions are in hand.

Digital Strategy Portfolio

8. Nick Titterington provided an update on the progress of the digital projects portfolio at the end of Q3 2014-15. He explained that the investment priorities equates to 74% of the total estimated capacity for 2014-15, as revised and agreed with the SMT. It is expected that the overall project capacity will be in line with that previously agreed, and that the associated budgets for digital services will align with the parameters agreed by SMT and Finance.
9. Nick explained that additional funding had been agreed for some projects. It was noted that funding for HDAS API had been secured from Health Education England. Funding for the Return on Investment project will be confirmed on Monday 12 January, following government approval.
10. SMT approved the resource utilisation and allocation of project capacity.

Guidance uptake management information system

11. Nick Titterington introduced the item and Steve Hines gave a demonstration of the guidance uptake management information system for the NICE website. Sally Chisholm explained that the aim of the system is to encourage people to submit audit data to NICE and will provide information on uptake for each recommendation and how uptake changes over time.
12. It was noted that the date provided in the system is the publication date of the audit information and not the period the audit was conducted. It was agreed that the audit period should be provided.
13. It was also noted that there should be a reference on the NICE landing page to all audit information that is currently available from NICE, including the data we have access to on the use being made of NICE recommended health technologies.
14. SMT thanked the team for developing the system.

Design Authority Update

15. Nick Titterington provided an update on the conduct of the Design Authority since its establishment in May 2014. He explained that 47 design issues / considerations had been captured since May 2014, 11 had been closed and 14 allocated to current or future projects. SMT heard that during the course of the 7 Design Authority meetings 24 issues had been considered and 16 analysed in detail and actions assigned. SMT noted some of the issues the DA had considered in the last year.
16. SMT considered and approved the continuation of the Design Authority and referral of key digital and IT issues to the Design Authority.
17. It was noted that broader strategic issues, such as records management, will be brought to the SMT for consideration.

NICE Home Page

18. Fritz Von-Runte briefly outlined the feedback and suggestions made by directors on the NICE website. The main feedback related to the icons on the top of the homepage.
19. Fritz explained that changes to the website can be done by split testing to allow minor changes to be made that are not noticeable to the end user. He said a protocol will be developed outlining the process for making minor and substantial changes to the website.

Digital Services Recruitment and Retention

20. Nick Titterington provided an update on recruitment and retention within the digital services team. He explained that the current approach to recruitment is not likely to achieve the results required in this financial year and requested support for new approaches including using multiple agencies, aligning job descriptions and recruiting and training apprentices. It was noted that the use of the recruitment and retention premia will continue.
21. SMT agreed the approach.

Submission guide for the NICE Local Practice collection

22. Gillian Leng introduced the manual which describes the processes for the assessment and quality assurance of the NICE Local Practice collection. The manual also sets out the processes by which the contents of the collection are reviewed and maintained by the Accreditation and Quality Assurance team.
23. SMT reviewed and approved the manual.

Indicator Advisory Committee

24. Gillian Leng presented the paper and explained that the Board had approved the Terms of Reference (ToR) and Standing Orders (SO) for the new Indicator Advisory Committee but requested a minor amendment to the quorum section about the mix of core and expert committee members to avoid topic experts forming a significant part of the overall committee.
25. SMT considered and approved the changes made to the ToR and SO for the Indicator Committee and agreed it should apply for other committees across NICE.

Human Resources team change management

26. Lorraine Howard Jones presented the proposed changes to the HR team structure and the HR service provision. Lorraine explained that there is a need to increase professional HR capacity within NICE to provide a pro-active, solutions-based and more strategically focused HR resource.
27. It was noted that the proposed changes will have the effect of removing some posts from the structure and replacing them with posts that are substantially different. This will have result in 3 wte substantively employed staff members being displaced and therefore "at risk" of redundancy. However the new structure provides opportunities for displaced staff and it is it is hoped that actual redundancies can be avoided. It was also noted that the structure is dependent on the approval of a £53,000 investment in recurrent pay costs.

28. SMT reviewed the proposal and agreed that the changes were necessary but expressed concern that the changes were being made at a time when some HR activities are to be outsourced, requiring managers to do more HR activities. There was also concern that additional resources are being provided to the HR team during a period of financial constraint. Ben Bennett explained that as a result of the Department of Health's HR Shared Services (HRSS) programme, plans to invest in the HR team had been placed on hold, leaving NICE with a structure that has struggled to provide a good quality service with its resources financed and structured in its existing form. The small additional investment would have otherwise have been requested much earlier.
29. SMT approved the proposal but requested that the change management paper should provide further detail about the rationale for the changes, for example, the need for more senior resources.

Appraisals of sofosbuvir and simeprevir for treating Hepatitis C

30. It was agreed that this item will be considered by the NICE Guidance Executive. SMT was briefed on the current position with the proposal to extend the funding direction.

Triennial review

31. There were no further updates to the Triennial Review.

Weekly staff SMT updates

32. SMT agreed the staff updates.

ACTION: AC

Any other business

33. SMT congratulated Carole Longson who had been awarded an MBE in the Queen's New Year's Honours list.
34. Andrew Dillon provided an update on his recent meeting with Mark Drakeford, Welsh Minister for Health and Social Services, and other senior officials.