

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

**Public Board Meeting held on 21 November 2018
at Liverpool Women's Hospital, Crown Street, L8 7SS**

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

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| Dr Rosie Benneyworth | Vice Chair and Non-Executive Director (Acting 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 |

Executive Directors

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| Sir Andrew Dillon | Chief Executive |
| Professor Gillian Leng | Health and Social Care Director and Deputy Chief Executive |
| Ben Bennett | Business Planning and Resources Director |
| Alexia Tonnel | Evidence Resources Director |

Directors in attendance

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| Meindert Boysen | Centre for Health Technology Evaluation Director |
| Paul Chrisp | Centre for Guidelines Director |
| Jane Gizbert | Communications Director |

In attendance

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| David Coombs | Associate Director – Corporate Office (minutes) |
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18/090 APOLOGIES FOR ABSENCE

1. Apologies were received from Sir David Haslam and Tom Wright.

18/091 DECLARATIONS OF INTEREST

2. The declared interests were noted, and it was confirmed there were no conflicts of interest relevant to the meeting.

18/092 MINUTES OF THE LAST MEETING

3. The minutes of the public Board meeting and the subsequent part 2 meeting held on 19 September 2018 were agreed as correct records.

18/093 MATTERS ARISING

4. The actions arising from the public Board meeting held on 19 September 2018 were noted as complete.

18/094 CHIEF EXECUTIVE'S REPORT

5. Andrew Dillon presented his report, which described the main programme activities to the end of October 2018 and summarised the financial position at 30 September. At the end of this period, there were no major variances to planned outputs, with a financial underspend forecast at the year-end.
6. The Board received the report.

18/095 FINANCE AND WORKFORCE REPORT

7. Ben Bennett presented the report which outlined the financial position at 30 September 2018, and gave an update on workforce developments. Year to date, there is a financial underspend of £0.6m, which is forecast to increase to £0.9m by the year-end due to further underspends on vacant posts. Ben highlighted the statement of comprehensive net expenditure and statement of financial position for the first six months of the year, and noted that as requested by the Board, the report includes additional analysis of the staff survey results.
8. In response to a question from the Board, Ben Bennett confirmed that the £4.3m reduction in current assets compared to the same point last year is due to the timing of transactions and does not represent any material concerns.
9. Board members welcomed the additional information provided on the staff survey, and noted that staff based at home or in the London office are less likely to report they intend to be working for NICE in 12 months' time than those based in Manchester. These staff are also less likely to feel the future of their job is safe. Board members highlighted the need to ensure the factors driving this variance are understood and fed into the workforce strategy as appropriate. Ben Bennett confirmed that the HR team work closely with directors to address any areas of concern in the staff survey.
10. The Board received the report.

18/096 NICE IMPACT REPORT: ANTIMICROBIAL RESISTANCE

11. Gill Leng presented the report on how NICE's guidance can contribute to improvements in the prevention and management of antimicrobial resistance, and the impact of NICE's guidance on the recognition, diagnosis and management of sepsis. Gill highlighted the ongoing activities with system partners to support implementation of the antimicrobial stewardship guidelines, and also the activities to promote this and previous impact reports.
12. The Board discussed the report, and noted in particular the information in the report on the variation in antibiotic prescribing in primary care within England, and also the data from the European Centre for Disease Prevention and Control that shows when compared to other European Countries, the UK ranks in the middle for antibiotic prescribing in primary care, but the third highest of the 23 countries where data is available for secondary care prescribing. Board members highlighted the importance of promoting the impact report and NICE's guidance with the primary care sector, and Gill Leng noted that work with the NHS RightCare programme will help explore and address variation in primary care prescribing. It was also noted that NICE may be commissioned to produce antimicrobial prescribing guidance for secondary care, following the positive feedback on the managing common infections guidance focused on primary care. Andrew Dillon commented further on the European data, and noted the benefit of clearly denoting where there are gaps in the data and providing a brief commentary to explain any key points of interest.

ACTION: Gill Leng

13. The Board received the report.

18/097 WORKFORCE STRATEGY

14. Ben Bennett presented the refreshed workforce strategy, which covers the period 2018 to 2021. He explained that the strategy is focused on five themes, and confirmed annual plans will be developed to drive the strategy's implementation.
15. The Board discussed staff involvement in developing and implementing the strategy, and the approach for measuring the strategy's implementation. Ben Bennett stated that the strategy was informed by staff survey feedback and discussions with UNISON. Looking forward, the staff survey will be used to measure the strategy's impact, and progress updates will also be provided in the finance and workforce reports to the Board. Andrew Dillon noted that staff were briefed on the proposed strategy at the recent all staff meeting, but agreed it would be helpful to further consider the approach to engaging staff in the strategy's implementation.

ACTION: Ben Bennett

16. Board members discussed whether the strategy sufficiently reflects actions around equality and diversity. Ben Bennett highlighted NICE's activities in this area, including the equality objectives, annual reporting to the Board, and an intention to develop a diversity strategy. The Board agreed that the workforce strategy should be amended to reflect this work.
17. Subject to the above amendment, the Board approved the workforce strategy.

ACTION: Ben Bennett

18. In response to a question from a member of staff in the audience, Ben Bennett outlined the work underway to review the use of the Manchester office space, with the aim of creating additional work stations for NICE staff.
19. A member of the audience asked about NICE's activities to recruit staff from the NHS. Ben Bennett highlighted that jobs are advertised on the NHS Jobs website, and there are opportunities available through the Fellows and Scholars programme for health and care professionals.

18/098 WHISTLEBLOWING POLICY

20. Ben Bennett presented the revised whistleblowing policy, which the Audit and Risk Committee reviewed and supported at their meeting in September. The policy takes account of learning from a recent whistleblowing investigation and draws on the model NHS policy as appropriate.
21. The Board approved the policy.

18/099 NICE PATHWAYS

22. Gill Leng presented the paper on the pathways project, and noted that while the report focuses on the pilot phase, this would be a multi-year transformation programme.
23. The Board discussed the aims of the pilot and highlighted the need for the committee to explore how the pathway concept can be applied more generally to NICE's work and not solely focus on developing a product to present NICE's diabetes guidance. It was suggested that it would be helpful to amend the committee's terms of reference to reflect the objective of making NICE's extensive and detailed guidance more accessible, particularly to service users and frontline health and care professionals.
24. The importance of lay member input to both the pathway committee and external reference group was noted, with the need to include a wider lay perspective beyond diabetes. In response, Gill Leng confirmed there is lay representation on both the committee and the reference group, and agreed to confirm the extent the reference group includes a general lay perspective.

ACTION: Gill Leng

25. The Board discussed the resources required for both the pilot and subsequent roll-out. It was noted that reprioritising existing activities will release some of the resources required for the pilot, and this will be explored as part of the business planning process for 2019/20. Additional external funding may however be required to enable the proposed digital development activities.
26. The Board approved the pilot, subject to amending the committee's terms of reference to state that the pathways will allow service users and health and care professionals to access rapidly and easily the underpinning evidence and practical support for NICE guidance, particularly at key decision points.

ACTION: Gill Leng

18/100 AUDIT AND RISK COMMITTEE MINUTES

27. Rima Makarem, chair of the Audit and Risk Committee, presented the unconfirmed minutes of the committee's meeting held on 26 September 2018.
28. The Board received the unconfirmed minutes.

18/101 NICE CHARTER

29. Jane Gizbert presented the proposed amendments to the Charter following its annual review.
30. The Board approved the updated Charter.

18/102 TECHNOLOGY APPRAISAL AND HIGHLY SPECIALISED TECHNOLOGIES APPEALS REPORT

31. Ben Bennett presented the report on the appeals received against NICE's final draft recommendations for technology appraisals (TA) and highly specialised technologies (HST) evaluations. He thanked Maria Pitan in NICE's corporate office for her work managing the appeals process.
32. The Board noted the report, and welcomed the intention to invite the TA committee chairs to the annual appeals training day to help feed learning from appeals into the TA process.

18/103 BOARD CHAIR AND VICE CHAIR

33. Andrew Dillon presented the paper that set out the arrangements for covering the chair and vice chair responsibilities during Sir David Haslam's absence.

34. The Board:

- Agreed that Dr Rosie Benneyworth would continue to undertake her duties in relation to the TA and HST appeals process while covering the chair role.
- Designated Professor Tim Irish as the non-executive who would be asked to chair a Board meeting during Sir David Haslam's absence should Dr Rosie Benneyworth be unable to preside.

18/104 DIRECTOR'S REPORT FOR CONSIDERATION

35. Gill Leng presented the update from the Health and Social Care Directorate and highlighted several points of note, including progress in delivering the strategic engagement metrics, the discussions at the Guideline Resource and Implementation Panel, and the recent collaboration between staff in the indicators team and academics to produce a paper for the New England Journal of Medicine on the impact of removing pay for performance incentives on the quality of care in primary care. Gill highlighted that following recent discussions at the National Improvement and Leadership Development (NILD) Board, she has been asked to lead a piece of work on quality improvement.
36. Board members discussed the report and made a number of comments and observations. The importance of aligning the proposed quality improvement work for the NILD Board with the Care Quality Commission's existing framework was highlighted. As was the scope for NHS Improvement's use of resources assessment to consider compliance with NICE's cost saving guidance. It was also suggested that the Directorate's strategic engagement activity should be expanded to include engagement with the life sciences and digital technology sectors.
37. The Board noted the report and thanked Gill for the Directorate's work.

18/105 – 18/108 DIRECTORS' REPORTS FOR INFORMATION

38. The Board received the Directors' Reports.

18/109 ANY OTHER BUSINESS

39. There was no further business to discuss.

NEXT MEETING

40. The next public meeting of the Board will be held at 1.30pm on 30 January 2019 at The Spitfire Ground, St Lawrence, Old Dover Rd, Canterbury CT1 3NZ.