**National Institute for Health and CARE excellence**

Senior Management Team

# Minutes of the meeting held on 23 July 2019

**Present**

Andrew Dillon Chief Executive

Gill Leng Director – Health and Social Care

Ben Bennett Director – Business Planning and Resources

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Alexia Tonnel Director – Evidence Resources

**In attendance**

Moya Alcock Associate Director – Corporate Communications (for item 7.2)

David Coombs Associate Director – Corporate Office (minutes)

Nick Crabb Programme Director – Science Advice and Research

Laura Delaney Audience Insight Executive – Communications (for item 7.2)

Liz Evans Senior Editorial Adviser, Communications (for items 7.1 and 7.3)

Andy Mitchell Associate Director – Search and Information Architecture (for item 7.1)

Philip Hemmings Associate Director – Editorial and Publishing (for item 7.1)

## Apologies (item 1)

1. None.

## Freedom of Information and publication scheme (item 2)

1. The final minutes will be made available on the NICE website subject to the redaction of any exempt material.

## Declarations of interest (item 3)

1. The previously declared interests were noted. There were no conflicts of interest relevant to the meeting.

## Notes of the previous meeting (item 4)

1. The minutes of the meeting held on 16 July 2019 were agreed.

## Matters arising (item 5)

1. The actions from the meeting held on 16 July 2019 were noted as complete or in hand.
2. SMT discussed the arrangements for the upcoming GIN conference in Adelaide. It was noted that under the agreed policy up to five staff could attend this international conference and be eligible to fly business class given the distance. SMT confirmed that in this instance, eight staff could attend the conference and fly premium economy provided the total air fares do not exceed the cost of five staff travelling business class.

## Board meetings (item 6)

1. SMT noted the actions from the Board meetings on 17 July 2019. It was agreed that Andrew Dillon, Paul Chrisp and Gill Leng would liaise to agree the communication to the AAA guideline committee which would outline the Board’s concerns about the committee’s recommendations on EVAR and open surgery repair, and the next steps.

ACTION: PC/AD/GL

1. The agenda items for the Board Strategy meeting on 21 August 2019 were agreed. SMT supported a proposal from Meindert Boysen to invite the chair of the Diagnostics Advisory Committee to update the August Board meeting on developments in diagnostics including genomics.

ACTION: MB

1. Meindert Boysen asked that the paper on CHTE topic selection criteria is deferred to the November Board meeting as it will not be ready for the September meeting.

ACTION: DC

## Investment in the NICE Pathways service (item 7.1)

1. Phil Hemmings presented the proposal to update the Microsoft Visio software used to produce the NICE Pathways.
2. SMT noted that the NICE Connect project will eventually replace the Pathways and considered whether to close the Pathways service earlier than planned and investigate an earlier transition to the new arrangements. This would prevent the need to invest in transferring to the latest software for Pathways. SMT felt however that Pathways is an important resource for external users of NICE’s guidance, the timescale for delivering Connect is uncertain, and Pathways will provide a basis for NICE Connect. It was therefore agreed to proceed with the investment required to update the Visio software and undertake the work outlined in the paper.
3. Alexia Tonnel stated that the work would be funded from the existing Digital Services budget, and this may result in the proportion of expenditure on live services being higher than that planned at the start of the year. Alexia stated that the preference is to seek external capacity to undertake this work.

ACTION: AT

1. Alexia highlighted that the proposed work will address some, but not all, of the issues identified in a recent accessibility audit. SMT agreed with the position set out in the paper that this was an acceptable position under the accessibility regulations given that the Pathways content is available in an accessible format elsewhere on the website, comprehensive changes are likely to impose a disproportionate burden due to the costs relative to the benefits for people with disabilities, and NICE Connect will resolve these issues in the longer term.

## Options appraisal for an interim process to keep lung cancer algorithms up to date (item 7.3)

1. Paul Chrisp presented the paper that set out options for updating the lung cancer treatment algorithms, until a new approach is identified and agreed through the NICE Connect work.
2. SMT discussed the paper and supported the recommendation to develop a new approach to update the algorithms that would combine aspects of existing processes for updating NICE Pathways and guidelines. SMT members highlighted a number of issues that require further consideration, including how to ensure sufficient specialist clinical expertise, how to rapidly update the algorithms, and to engage NHS England and other stakeholders when there are material changes to the algorithms. SMT noted the scope for significant stakeholder interest in decisions about sequencing drugs, especially if these take account of both cost and clinical considerations. It was noted that it would not be possible to submit every change to the algorithm to full consultation, and therefore an alternative mechanism for stakeholder engagement will be required. This could include for example, giving a short window to formally raise objections to upcoming changes.

ACTION: PC

## Reputation research report (item 7.2)

1. Moya Alcock presented the findings from the reputation research project undertaken between January and April 2019 by the Audience Insights team and the market research agency Populus.
2. SMT discussed the methodology for the report and the detailed slide deck produced by Populus. It was agreed that it would be helpful to separately present the results from the members of the general public who represented specific issue campaign groups, in order to identify any differences to other stakeholders and wider public. It was agreed that the results for MPs should not be split between party affiliation, and the terminology ‘stakeholder’ in the report should be reviewed given the term’s specific use in the NICE context. SMT asked for clarification on whether the survey only included MPs and members of the public in England, and highlighted that the responses were not directly comparable between 2017 and 2019 due to the change in the response scale.
3. Subject to these changes, SMT agreed the report for submission to the August Board Strategy meeting. It was agreed that the Board should also receive a covering paper that highlights the key points of note and the suggested next steps. SMT agreed the next steps are likely to include seeking to raise awareness of NICE’s brand, role, ways of working, and the nature of its independence.

ACTION: MA/JG

1. Meindert Boysen stated that he would see whether it is possible to access reputation research findings for health technology assessment organisations in other countries.

ACTION: MB

1. SMT agreed to repeat the survey in two years and noted the need to retain a core set of questions to provide a comparable time series. It was suggested that the next survey reports feedback from the life sciences industry.

ACTION: MA/JG

## EU exit (item 8)

1. Gill Leng gave brief feedback from her meeting with other health bodies about EU exit planning.

## NICE Connect project (item 9)

1. SMT noted their upcoming ‘time out’ session on NICE Connect on 25 July.

## London office move (item 10)

1. Ben Bennett briefly updated SMT on planning for the move and noted the work underway to prepare a set of principles for how the five ALBs will work together in the new office. The ALBs are also recruiting a specialist project manager and external IT consultant to support the move.

## Weekly staff SMT updates (item 11)

1. SMT agreed the staff updates.

ACTION: DC

## Any other business (item 12)

1. Alexia Tonnel stated that she had hoped to bring a paper to next week’s SMT meeting on a strategic approach for implementing Office 365. This will not now be possible due to the need to seek wider input from colleagues. In the interim, Alexia asked SMT to agree to pause any roll-out of individual Office 365 tools to teams, in order to ensure a strategic approach to implementation. As such, the SaaS working group would stop considering these individual requests from teams and focus solely on requests to utilise externally provided SaaS tools. SMT agreed this proposal.