**National Institute for Health and CARE excellence**

Senior Management Team

# Minutes of the meeting held on 3 September 2019

**Present**

Andrew Dillon Chief Executive

Gill Leng Director – Health and Social Care

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**

Nicola Bent Programme Director – Health and Social Care (for item 6.2)

David Coombs Associate Director – Corporate Office (minutes)

Sophie Cooper Scientific Adviser – Science Policy and Research (for item 6.3)

Nick Crabb Programme Director – Science Advice and Research

Sarah Cumbers Programme Director – Transformation (for item 6.1)

Grace Marguerie Associate Director – HR (for item 6.7)

## Apologies (item 1)

1. Apologies were received from Ben Bennett who was represented by David Coombs.

## 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 27 August 2019 were agreed.

## Matters arising (item 5)

1. The actions from the meeting held on 27 August 2019 were noted as complete or in hand.
2. It was noted that recent indications from the Department of Health and Social Care (DHSC) are that a sufficient number of non-executive directors will be reappointed in time to ensure that NICE does not fall below the minimum set out in the Health and Social Care Act 2012.

## NICE Connect: the case for change and transformation priorities (item 6.1)

1. Gill Leng presented the draft paper to the September Board meeting, following SMT’s review of earlier iterations. As the paper will be discussed in the public meeting, it only includes high level information on the resourcing and staffing implications, with these issues to be discussed in further detail at the Board strategy away-day in October.
2. SMT reviewed the paper and discussed the governance of the transformation programme, including the proposed role of the steering group, expert groups, delivery group, and taskforces. Concerns were raised about the complexity of the structure and the workload arising from these meetings. In response, the differing role of the groups was highlighted, and also that they may replace existing internal groups. It was agreed that the text in the report should be refined to clarify the distinct role of each group, and to ensure this narrative aligns with any visual representation of the proposed governance structure in the report. SMT discussed the implications of the transformation programme for NICE’s guidance on new technologies; it was noted this guidance will be incorporated in the pathways and also published as standalone outputs.
3. SMT agreed a number of further amendments to the paper including to highlight the benefit to the health and care system of the proposed transformation, clarify why declarations of interest has been chosen for the operational productivity workstream, and to focus the resourcing section on future years given the 2019/20 resources were signed-off through the business plan.
4. Subject to these and other drafting points, the report was agreed for the Board. Gill noted that the visuals would not be ready for the Board paper, but it may be possible to share a draft with the Board at the morning session in September.

ACTION: GL/SC

1. It was agreed that the NICE Connect intranet page should be updated to note the contents of the Board paper, with this, and the upcoming lunch and learn sessions publicised through an article in ‘Your Week @ NICE’.

ACTION: SC

## Staff changes: implementation function (item 6.2)

1. Nicola Bent presented the proposal to disestablish the Associate Director - Implementation Support role in the System Engagement Programme. If agreed, the funding released from the disestablished role will be considered as part of future business planning for the System Engagement programme and in light of the NICE Connect transformation project.
2. Gill Leng confirmed the proposal had been discussed with Ben Bennett, Grace Marguerie, Catherine Wilkinson and UNISON.
3. SMT approved the proposal.

## Response to consultation on NICE principles (item 6.3)

1. Sophie Cooper presented the paper that summarised the comments from the consultation on the draft NICE principles, and the amendments that have been made to address the key concerns raised.
2. SMT reviewed the paper and agreed minor amendments to the narrative under principles 3, 7 and 8. SMT discussed the relationship between the principles and the social value judgements document (SVJ). It was noted that once agreed, the principles would replace the SVJ as the working document for the committees. The SVJ would remain on the NICE website for information, and as an important underpinning document for NICE’s work. It was agreed this should be noted in the covering paper for the Board report.
3. Subject to these amendments, the paper was agreed for submission to the Board.

ACTION: SCo/AD

## NICE’s portfolio of work in public health (item 6.4)

1. Paul Chrisp presented the draft paper to the September Board meeting that set out a proposed new approach to surveillance and updating of public health guidelines.
2. SMT discussed the proposals and the rationale. It was noted that while the proposals seek to ensure the most effective use of resources and minimise duplication with Public Health England, it would also be appropriate to consider whether similar changes should be made to the surveillance process for clinical and social care guidelines in the context of NICE Connect. SMT therefore agreed that it would be more appropriate to consider the proposals at the October Board strategy meeting as part of the discussion on potential changes to NICE’s activities to resource NICE Connect, rather than as a standalone paper to the September public Board meeting.

ACTION: PC/GL

## Evidence based interventions programme (item 6.5)

1. Paul Chrisp presented the draft paper to the September Board meeting on NICE’s contribution to the evidence based interventions programme led by NHS England.
2. In response to comments from SMT, Paul agreed to clarify how many of the topics for the second phase of work are based on NICE guidance, and to highlight in the key messages that the procedures are based on the latest evidence and NICE guidance.
3. Subject to these amendments, the paper was agreed for submission to the Board.

ACTION: PC

## NHS Leadership Academy’s Nye Bevan programme (item 6.6)

1. Grace Marguerie presented the paper that asked SMT to consider the two expressions of interest from staff to participate in the programme. She confirmed that funding was available from the HR budget to cover both applicants’ participation if they are successful with their applications.
2. SMT reviewed the expressions of interest from the two members of staff and agreed that both could be put forward to the competitive application process.

## EU exit (item 7)

1. Meindert Boysen updated SMT on NICE’s engagement with the DHSC and confirmed that the preparedness self-assessment had been submitted. An infographic to explain the implications on the technology appraisal process of the MHRA acting as a sovereign regulator has been produced, and webinars for the life sciences industry arranged. Meindert stated that the DHSC will confirm whether NICE staff can continue to engage with European HTA activities.
2. It was agreed that Meindert would give a presentation to update the Board on ‘no-deal’ preparations at the morning session of the September Board meeting.

ACTION: MB

1. SMT discussed the implications of the purdah period that would precede any potential upcoming general election. It was agreed that Jane Gizbert should review the schedule of upcoming publications to identify any potentially contentious topics that could be affected by the purdah period, and SMT members should likewise review their upcoming speaking engagements.

ACTION: JG/SMT

## NICE Connect project (item 8)

1. SMT briefly discussed the arrangements for the ‘hackathon’ on 24 September. It was agreed the presentations from the two teams should run for up to 15 minutes each and start at 12pm. The SMT meeting for that day should be shortened accordingly.

ACTION: DC

1. Gill Leng would further consider the logistics for the ‘hackathon’ and also ensure SMT could review the proposed arrangements for the Board strategy away-day in October.

ACTION: GL

## London office move (item 9)

1. No further update.

## Weekly staff SMT updates (item 10)

1. SMT agreed the staff updates.

ACTION: DC

## Any other business (item 11)

1. Andrew Dillon updated SMT on the process to appoint his successor. The post has been graded, and now requires approval from the DHSC Remuneration Committee. Grace Marguerie is liaising with David Haslam to appoint recruitment consultants to support the process.