**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 5 November 2019

## Present

Andrew Dillon Chief Executive

Ben Bennett Director – Business Planning and Resources

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Gill Leng Director – Health and Social Care

Alexia Tonnel Director – Evidence Resources

## In attendance

David Coombs Associate Director – Corporate Office (minutes)

Leighton Coombs Senior Programme Analyst – Health and Social Care (item 6.2)

Mirella Marlow Programme Director and Deputy Centre for Health Technology Evaluation Director

Danielle Mason Associate Director – External Communications (item 6.5)

Elaine Repton Corporate Governance and Risk Manager (item 6.1)

Judith Richardson Programme Director – Health and Social Care (item 6.3)

## Apologies (item 1)

1. Apologies for absence were received from Meindert Boysen who was represented by Mirella Marlow.

## 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 29 October 2019 were agreed as a correct record.

## Matters arising (item 5)

1. The actions from the meeting held on 29 October 2019 were noted as complete or in hand.
2. SMT discussed the next steps for establishing the proposed new director role that will be responsible for evidence and data analytics. It was agreed that next week’s SMT should review the proposed job description and person specification, and review a short paper that sets out the case for change and the impact on existing senior management responsibilities. The aim would be to then take the paper, amended as required, to the November Board meeting so the Board can formally approve the changes. The paper would also propose a new job title for Alexia Tonnel. Prior to this, it was agreed that NICE’s senior department sponsor at the Department of Health and Social Care (DHSC) and the affected senior managers should be briefed on the proposals. Following the Board’s support for the proposals, approval for the new role’s salary would be sought from the NICE and DHSC Remuneration Committees.

ACTION: AD/GL

1. SMT reflected on last week’s discussion about NICE’s capacity to access external funding sources. Gill Leng stated that she would discuss the recent investment in the finance department to support this area of work with Catherine Wilkinson, and proposed that SMT discuss the issue again at a future ‘time-out’ session once the new Transformation Programme Director is in post.

ACTION: GL

1. Paul Chrisp noted that he has fed back SMT’s comments on the latest draft recommendations in the AAA guideline to the committee chair, who will consider these and respond accordingly.
2. SMT reviewed the agenda items for the November board meetings and agreed not to take a paper on the recent review of screening programmes to the morning session alongside the paper on genomics, given the number of existing agenda items and the limited time to prepare a paper.

## Risk register (item 6.1)

1. Elaine Repton presented the proposed updates to the business risk register following individual directors’ review of the respective risks.
2. SMT reviewed each risk and supported the amendments made by directors. SMT discussed the increased the likelihood of risk 09/19, relating to investment in digital and IT systems failing to adequately support the transformation agenda. SMT discussed the mitigations, which include prioritising investment and exploring with NHSX and DHSC the scope for additional funding. SMT agreed the risk should currently be red, and the further planned mitigations would enable a target rating of amber.
3. Subject to this amendment, SMT supported the risk register for submission to the Audit and Risk Committee.

ACTION: ER

## Impact report: lung cancer (item 6.2)

1. Leighton Coombs presented the latest impact report for submission to the November Board meeting, which is focused on prevention, recognition, diagnosis and treatment of lung cancer.
2. SMT praised the report and supported this for submission to the November Board meeting, subject to a minor clarification to page 2.

ACTION: LC/GL

## Indicator process guide update (item 6.3)

1. Judith Richardson presented the paper that summarised the key themes from the public consultation on the proposed changes to the NICE Indicator process guide, and the response to this feedback.
2. SMT reviewed the report and asked that the paper is amended to
   * More clearly articulate the centrality of NICE’s indicators to the Quality and Outcomes Framework (QoF)
   * Clarify the scope for stakeholders to suggest priorities for future indicators
   * Clarify the amendments to the resource impact process, and the rationale for these changes.
3. Subject to these amendments, the paper was agreed for submission to the November Board meeting.

ACTION: JR/GL

## The use of broader data and applied analytics in guidance development (item 6.4)

1. Mark Salmon presented the paper on the feedback from the public consultation on the proposed statement of intent for the use of broader data and applied analytics in guidance development. He noted that most of the feedback was positive, although respondents raised a series of questions about how NICE would in practice implement the statement of intent in the guidance programmes. The paper outlines the proposed response to the feedback, and subject to comments from SMT, will be presented to the November Board meeting.
2. SMT reviewed the paper and agreed that the table in appendix 1 should move into the main body of the report to provide a clear summary of the feedback and the changes made to the statement of intent in response. It was agreed that the current text in paragraph 17 should be edited to summarise the other broader themes and questions raised in the feedback and moved to an appendix. It was agreed that the proposed initial priorities for the Data and Analytics Team should be reviewed to ensure they can be realistically delivered within the anticipated timeframe, and this information should align with the priorities set out in the risk register.
3. Subject to these amendments, SMT supported the report for submission to the Board. It was agreed that in line with standard practice, the Board paper did not need to include the full statement of intent.

ACTION: MS/GL/AT

## General election 2019: the impact of pre-election purdah (item 6.5)

1. Danielle Mason presented the proposals for NICE’s guidance publication and speaking engagement activities during the pre-election purdah period. Danielle noted that the proposals follow the approach used for the 2017 general election, and highlighted that since the paper was produced, the Cabinet Office have issued the official guidance for the 2019 purdah period, which is consistent with the 2017 guidance.
2. SMT reviewed the list of guidance products due to publish during the pre-election period. It was agreed that on balance, the preference is to continue to publish the products as planned, but without any accompanying media activity, to ensure patients could benefit from the recommendations. It was agreed that Andrew Dillon would share this proposal, and the list of planned publications, with the DHSC sponsor team.
3. SMT then reviewed the speaking engagements for NICE staff and committee members currently planned during the pre-election period, and agreed which of these could proceed. It was agreed that the communications team would prepare standard wording that individuals could use to withdraw from the speaking engagements SMT had agreed could not proceed, and develop generic guidance for staff and committee members whose engagements are going ahead. Andrew Dillon asked to review this guidance before it is issued.

ACTION: DM/AD

1. It was agreed that Danielle would notify Andrew of any subsequent speaking engagements that are identified in the pre-election period, and he would decide on behalf of SMT whether they could go ahead.

ACTION: DM/AD

## EU exit (item 7)

1. No update.

## NICE Connect project (item 8)

1. Gill Leng noted the upcoming lunch and learn sessions.

## London office move (item 9)

1. Alexia Tonnel noted that the IT consultants engaged by the Care Quality Commission to advise on the supporting IT infrastructure in the shared office are in place and have made a positive start.

## Chair and Chief Executive appointments (item 10)

1. Andrew Dillon noted that the DHSC have advised that the chair and chief executive appointment processes will need to be delayed as a result of the general election.

## Weekly staff SMT updates (item 11)

1. SMT agreed the staff updates.

ACTION: DC

## Other business (item 12)

1. Gill Leng gave brief feedback from the recent Guidelines International Network (G-I-N) conference and noted that it was a valuable experience for the NICE staff who attended. Gill reflected on the conference discussions, which highlighted that NICE is currently leading its peers in the areas of data analytics and integration between guidelines and health technology assessment. There is though scope for NICE to enhance its use of technology to develop and present guidelines.
2. Mirella Marlow noted the potential availability of funding for NICE over the next three years in relation to artificial intelligence. It was noted that internal discussions would take place to discuss options for utilising this funding, and business cases would be developed as necessary.