**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 26 November 2019

## Present

Andrew Dillon Chief Executive

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

Gill Leng Director – Health and Social Care

Alexia Tonnel Director – Evidence Resources

## In attendance

David Coombs Associate Director – Corporate Office (minutes)

Danielle Foley Senior External Communications Manager (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 19 November 2019 were agreed as a correct record.

## Matters arising (item 5)

1. The actions from the meeting held on 19 November 2019 were noted as complete or in hand.

## Board meetings (item 6)

1. SMT noted the actions from the Board meetings on 20 November.
2. SMT agreed that the initial priority for stakeholder engagement on the proposed changes to the guidelines programme should be the Department for Health and Social Care (DHSC) and NHS England as the commissioners of these outputs. It was noted that Paul Chrisp has meetings arranged with DHSC on this matter, and he and Gill Leng would liaise to confirm the approach to engaging NHSE.

ACTION: PC/GL

1. SMT discussed the next steps with the abdominal aortic aneurysm (AAA) guideline. SMT remained concerned about whether the committee’s revised wording makes sufficiently clear the importance of individual patient choice and risk assessed decisions by multidisciplinary clinical teams on whether EVAR or open surgical repair is the most appropriate option. It was therefore agreed that Paul Chrisp, with input from relevant SMT colleagues, should amend recommendations 1.5.5 to 1.5.8 accordingly and share these with the committee, noting the recent evidence on this issue. If the committee support the wording, this would then be subject to a second consultation. Alternatively, if the committee do not support the revised wording then a paper should be presented to the December Board Strategy meeting seeking support to insert the revised recommendations into the guideline, making clear these were developed by NICE and not the advisory committee, and then issue these for public consultation. In such scenario the committee’s recommendations would be available in an appendix to the guideline.

ACTION: PC

1. Andrew Dillon stated that in the longer term it would be appropriate to consider undertaking a formal risk assessment at the start of each guideline’s development, which would identify any particularly contentious issues or risks with the topic. In addition, it would be helpful to explore the scope for an independent panel that would consider concerns raised about guideline recommendations prior to publication. He suggested these are considered further in the context of any wider changes to the guideline development process as part of NICE Connect.
2. SMT members noted the importance of ensuring the new Principles are disseminated to the committees and embedded in their work. Jane Gizbert confirmed that a communications plan has been developed, which she would share with SMT. In addition, it was agreed that directors will consider how to implement the Principles within their advisory committees.

ACTION: JG/MB/PC/GL

1. SMT discussed the agenda items for the December Board Strategy meeting and January Board meetings and agreed several amendments. The agendas would be updated accordingly.

ACTION: DC

## NICE annual conference 2020: draft programme (item 7.1)

1. Danielle Foley presented the proposed programme for the 2020 NICE annual conference on 11 November. She asked SMT to review the proposals, including the overall theme, plenary topics, speakers and streams.
2. SMT broadly supported the proposals and agreed that the theme should be ‘NICE 2020: connecting science, people and practice’. Amendments to the programme were requested, including to ensure all sessions include a speaker able to give NICE’s perspective, and to broaden the range of speakers to reflect NICE’s remit beyond NHS care. It was agreed to review the proposals for the opening session to either include an additional keynote speaker or have a question and answer session with the new chair and chief executive. Amendments were proposed to a number of the break-out sessions, including to refocus the proposed session on polypharmacy to instead look at over-diagnosis and thresholds for intervention. It was highlighted that the programme should include the two-minute silence to mark the armistice, and it was agreed to remove the titles from the streams as these did not accurately reflect the content of all of the proposed sessions.
3. It was agreed that Danielle would liaise with directors and programme directors to update the programme and share this with SMT by email for final comments.

ACTION: DF

## EU exit (item 8)

1. No update.

## NICE Connect project (item 9)

1. It was agreed that next week’s SMT meeting should review the proposed agenda for the upcoming SMT ‘time-out’ session on NICE Connect.

ACTION: GL

## London office move (item 10)

1. SMT noted that a new project manager is now in place who will develop a formal project plan for the move. SMT asked that the project manager attends an SMT meeting to present this plan, which would enable SMT to identify the key decision points on which they might want to input. It was agreed that it would also be helpful to have standard briefings/messages that directors could use to promote the move to their staff.

ACTION: BB

1. Andrew Dillon noted the importance of staff visiting the new office if they wished to do so and stated that he would email London staff to remind them of this opportunity.

ACTION: AD

## Chair and Chief Executive appointments (item 11)

1. No update.

## Weekly staff SMT updates (item 12)

1. SMT agreed the staff updates.

ACTION: DC

## Other business (item 13)

1. SMT briefly discussed the next steps following the independent review of adult screening programmes. It was agreed that a position paper should be developed that would set out NICE’s work to date on targeted screening and how the Institute could contribute to this area in the future.

ACTION: PC/GL/MB