**National Institute for Health and Care Excellence**

Senior Management Team

# [edited] Minutes of the meeting held on 3 December 2019

## Present

Gill Leng Deputy Chief Executive and Director – Health and Social Care

Ben Bennett Director – Business Planning and Resources

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Alexia Tonnel Director – Evidence Resources

## In attendance

David Coombs Associate Director – Corporate Office (minutes)

Leighton Coombs Senior Programme Analyst – Health and Social Care (items 6.2 and 6.3)

Jane Cowl Senior Public Involvement Adviser (item 6.4)

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

Eric Power Programme Director – Health and Social Care (items 6.2 and 6.3)

Sue Spiers Associate Director – Guidelines Update Team – Centre for Guidelines (item 6.4)

## Apologies (item 1)

1. Apologies were received from Andrew Dillon and Meindert Boysen with the latter 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 26 November 2019 were agreed as a correct record.

## Matters arising (item 5)

1. The actions from the meeting held on 26 November 2019 were noted as complete or in hand.
2. SMT noted the discussions held with the Department for Health and Social Care (DHSC) on the proposed changes to the guidelines programme, and those planned with NHS England in January. It was agreed to bring a paper to the March public Board meeting on the proposals, which would coincide with the Board’s discussion of the 2020/21 business plan at the same meeting that will also refer to these changes. SMT noted the importance of the criteria that will be used to prioritise the guidelines for future update and agreed these will be developed further through the NICE Connect methods and processes working group and steering group, and then include in the paper to the March Board.

ACTION: PC

1. Paul Chrisp briefly updated SMT on his discussions with the AAA guideline committee chair following the outcome of last week’s SMT meeting. SMT agreed to review the paper to the December Board Strategy meeting on the next steps at next week’s meeting.

ACTION: PC

## Strategic ambitions and risks (item 6.1)

1. SMT reviewed the proposed updates to the strategic ambitions and risk document, following review by individual directors.
2. SMT first considered whether to refresh the strategic ambitions for the period 2020-23, and agreed:

* the first ambition should be updated in the context of NICE Connect, and potentially split into separate ambitions relating to the way guidance is produced and then adopted.
* the current third ambition should focus on new data sources and data analytics, with the issue of digital health technologies reflected in the ambition on life sciences.
* The current fourth ambition should focus on the financial resources required to maintain and transform NICE’s offer to the health and care system.

1. SMT then went through the document and made a series of amendments to the risks and the mitigations to these. It was agreed that Gill Leng would update the document to reflect the discussion and share this with Andrew Dillon for agreement to submit to the December Board Strategy meeting.

ACTION: GL/AD

## Impact report: dementia (item 6.2)

1. Leighton Coombs presented the latest impact report, which is focused on preventing or delaying the onset of dementia, referral diagnosis and care planning, hospital care, social care, supporting carers, and antipsychotic medicines. He noted that the report is guided by the NHS Long-Term Plan and informed by input from the National Clinical Director, policy experts from NHS England, and NICE programme leads. The commentary has been provided by Dr Hilda Hayo, Chief Admiral Nurse and Chief Executive of Dementia UK.
2. SMT reviewed the report and agreed it was appropriately balanced about the challenges in this area. Subject to minor amendments to pages 3 and 12 the report was agreed for submission to the January Board meeting.

ACTION: LC/EP

## Medicines and technologies programme product review (item 6.3)

1. Eric Power presented the paper on the outcome of the review of the products produced by the Medicines and Technologies Programme (MTP), the scope of which SMT agreed in July. He outlined the rationale for the recommendations and highlighted the feedback from users who utilise the Excel spreadsheet outputs as a mechanism of getting NICE planning information, guideline recommendations and quality standards in a format that can be reprocessed into local planning and implementation tools. Eric suggested that the NICE Connect programme takes account of this demand for output in Excel format and considers the scope for it to be generated automatically in the future.
2. SMT noted the outcome of the review and agreed the recommendations to:

* Review the methods for resource impact assessment to take account of changes in NHS structures including moves to Integrated Care Systems.
* Maintain the following products:
  + resource impact reports, templates and statements.
  + resource impact assessment monthly digest
  + resource planner
  + NICE impact reports
  + baseline assessment tools
  + quality standard service improvement template
* Retire the following products:
  + adoption support resources
  + interventional procedure audit tools
  + audit publications planner
  + NICE uptake database.

1. It was noted that Gill Leng and Eric Power would review the resource implications of the above decision, and how any released resources can be redeployed to support the retained MTP outputs and the NICE Connect transformation. In addition, SMT highlighted the importance of an action plan for implementing the changes, which should consider whether the retired outputs will remain on the website and the level of notice to give stakeholders of the changes.

ACTION: EP/GL

## EU exit (item 7)

1. No update.

## NICE Connect project (item 8)

1. SMT reviewed the proposed agenda for the SMT ‘time-out’ session on NICE Connect on 11 December. It was agreed to amend the agenda to include a discussion on people and resources, and the timing for the changes, and to defer the proposed item on ‘quick wins’ to January to be part of the wider discussion on priorities. Gill Leng would update the time-out agenda accordingly.

ACTION: GL

## London office move (item 9)

1. SMT noted the new project manager is in place, who will develop a project plan and risk register. SMT requested that the project plan is available for an SMT meeting at the start of January.

ACTION: AT

1. Alexia stated that work is underway to seek to ensure the IT solutions for the new London office align with the requirements for the rest of the organisation. The intention is to bring a paper to SMT to seek agreement on the high-level technical specification for the staff laptops, taking account of the costs. Once the laptops begin to be deployed then the intention is to trial new ways of working, including video calling, to inform wider roll-out among staff before the London office move.

ACTION: AT

## Chair and Chief Executive appointments (item 10)

1. No update.

## Weekly staff SMT updates (item 11)

1. SMT agreed the staff updates.

ACTION: DC

## Other business (item 12)

1. None.