

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 30 January 2018

#### Present

Andrew Dillon	Chief Executive
Gill Leng	Director – Health and Social Care
Mark Baker	Director – Centre for Guidelines
Jane Gizbert	Director – Communications
Alexia Tonnel	Director – Evidence Resources

#### In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Stephen Brookfield	Associate Director – Resource Impact Assessment – Health and Social Care (item 5.1)
Mark Campbell	Associate Director – Medical Technologies Evaluation Programme – Centre for Health Technology Evaluation (items 1 to 5.2)
Danielle Mason	Senior External Communications Manager (item 5.2)
Julie Royce	Associate Director – Implementation Support – Health and Social Care (item 5.1)
Catherine Wilkinson	Associate Director – Finance and Estates, Deputy Business Planning and Resources Director

#### Apologies (item 1)

1. Apologies were received from Ben Bennett and Mirella Marlow who were represented by Catherine Wilkinson and Mark Campbell respectively.

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

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

#### Notes of the previous meeting (item 3)

3. The minutes of the meeting held on 23 January 2018 were approved.

#### Matters arising (item 4)

4. The actions from the meeting held on 23 January were noted as complete or in hand.
5. Mark Baker stated that members of the guideline committees to which the new policy on declaring and managing interests will not apply, will be asked to make a new declaration of interests. He would then agree any required action with Andrew Dillon.

#### Resource impact of NICE guidelines (item 5.1)

6. Gill Leng introduced the proposals developed in response to a paper to the NHS England Board which stated that new NICE guidelines can only expect to be implemented if in future they are accompanied by a clear and agreed affordability and workforce assessment at the time they are drawn up. Stephen Brookfield

summarised the role of the proposed Guideline Resource and Implementation Panel (GRIP) to review the resource impact of guidelines during their development. He emphasised that the proposals do not establish a further resource impact consultation beyond that already in place, and the GRIP cannot challenge the recommendations developed by the guideline committee. Julie Royce outlined the scope for the GRIP to consider wider implementation issues, where these are significant.

7. SMT agreed the proposals subject to amendments to the GRIP's membership and terms of reference. The core membership should include a senior representative of the guidelines programme, and only one representative from NHS Improvement is required. Given the risk profile, it was agreed that either the Director of the Centre for Guidelines or Health and Social Care Director should chair the GRIP at least initially. The quorum should be revised to four attendees, including a non-NICE representative. Paragraph five should also reiterate that the GRIP cannot challenge recommendations developed by the guideline committee.

**ACTION: SB / GL**

8. Andrew Dillon stated that he would communicate the proposals to NHS England.

**ACTION: AD**

#### **Speaking engagements policy (item 5.2)**

9. Danielle Mason presented the revised draft speaking engagements policy, which has been amended to reflect SMT's feedback on the earlier draft in December.
10. SMT reviewed the amendments and supported the clarification that Directors may choose to waive speaker fees for international engagements delivered as part of their NICE ambassadorial role.
11. SMT discussed the proposal for a coordination team in the Centre for Health Technology Evaluation (CHTE) to assess and manage all requests from the life sciences industry, with all other requests handled by the enquiry handling team. It was suggested this division could risk duplication and not reflect the role of other parts of NICE in responding to requests from the life sciences industry. It was therefore agreed that the proposed new Science Policy and Research Directorate should act as the single point for triaging all speaking requests sent to NICE, and passing these to the relevant centre/directorate. It was agreed that the policy should outline the principles that inform decisions on whether to accept a speaking invitation. Paragraph 19 should be amended using language consistent with the recently updated gifts and hospitality policy, to state that speaking engagements by NICE employees or committee members at single company events is not normally appropriate, unless it is a fee for service event where there is a contract arrangement in place.
12. It was agreed that the policy, with the above amendments, should be brought back to SMT once the new Science Policy and Research Directorate is established. In the interim, Directors can waive speaker fees for international engagements delivered as part of their NICE ambassadorial role, as per the proposed new policy.

**ACTION: DM / JG**

13. SMT agreed that when a Director receives income from a speaking engagement that does not primarily relate to their NICE role, the Director may choose to donate this to be used on activities relating to staff welfare and recreation. Such engagements include those that predate, or are not contingent on, employment at NICE.

**Centre for Health Technology Evaluation (item 5.3)**

14. Andrew Dillon stated that following discussions with senior colleagues in the Centre for Health Technology Evaluation (CHTE), it is proposed to appoint Nick Crabb as acting Deputy CHTE Director, whilst the current deputy, Mirella Marlow, is acting Centre Director.
15. SMT agreed the appointment of Nick Crabb as acting Deputy CHTE Director whilst Mirella Marlow is acting Centre Director.

**Business planning (item 6)**

16. No items discussed.

**Weekly staff SMT updates (item 7)**

17. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 8)**

18. Andrew Dillon updated SMT on the recruitment process for the new Directors of the Centre for Guidelines and Centre for Health Technology Evaluation, and for the Director of the proposed new Science Policy and Research Directorate. The roles have been reviewed by NICE's Remuneration Committee. The recruitment paperwork is currently being finalised and will be submitted to the Business Services Authority for formal evaluation, prior to submission to the Department of Health and Social Care for final approval.