

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 27 February 2018

#### Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications
Gill Leng	Director – Health and Social Care (part of meeting)
Alexia Tonnel	Director – Evidence Resources

#### In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Sarah Cumbers	Associate Director – Guidance Transformation – Centre for Guidelines (item 6.1)
Nick Crabb	Programme Director – Centre for Health Technology Evaluation
Leeza Osipenko	Associate Director – NICE Scientific Advice (item 6.2)

#### Apologies (item 1)

1. Apologies were received from Mirella Marlow who was represented by Nick Crabb. Gill Leng gave apologies for the start of the meeting.

#### 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 20 February 2018 were approved subject to a minor amendment to paragraph 15.

#### Matters arising (item 4)

4. The actions from the meeting held on 20 February 2018 were noted as complete or in hand.

#### Board meetings (item 5)

5. SMT noted the actions from the February Board Strategy meeting, including exploring the scope to provide committee chairs and members with the information governance training (IG) developed for NICE staff. It was noted that the training is not directly applicable to the work of the committees, and it would be more appropriate for committee members to access such training through their substantive employer where available. Andrew Dillon stated that he would bring a paper on the next steps for exploring the proposal for the NICE Foundation to SMT shortly.
6. The agenda items for the March Board meetings were noted.

### **Guidelines manual (item 6.1)**

7. Sarah Cumbers presented the overview of the proposed changes to 'developing NICE guidelines: the manual' following a scheduled review. Subject to any comments from SMT, the paper will be submitted to the March Board meeting to seek agreement for a public consultation on the updated manual. She noted that SMT have previously discussed one of the main changes, relating to the surveillance process.
8. SMT reviewed the report and agreed that further information should be added to highlight the strategic context for the manual's review, and the changes made in response and those which may follow in the future. This includes the need to deliver efficiencies in the guideline development process, and the use of real world evidence. It was agreed that similar relevant contextual information should also be added to reports on updates to NICE's other methods and process guides.
9. SMT discussed the proposed clarification that the same cost per QALY threshold should be used for disinvestment as investment. It was agreed that the text should be amended to clarify that this may only be used to inform a 'disinvestment' recommendation when a more cost effective alternative, which the health and care system is likely to be able to adopt at scale is available.
10. Subject to the above amendments, the report was agreed for submission to the March Public Board meeting.

**ACTION: SC/MB**

### **NICE Scientific Advice as a business unit (item 6.2)**

11. Nick Crabb presented the proposed paper to the March Board meeting seeking approval to establish NICE Scientific Advice as a business unit. He noted that the paper has been amended to reflect the SMT discussion on 6 February.
12. SMT reviewed and approved the paper for submission to the March Public Board meeting subject to minor amendments to annex 3, and the diagram on page 3 of the report. It was agreed that annex 2 was not required as the staffing changes were outlined in annex 3.

**ACTION: LO/NC**

### **Intellectual property and copyright management (item 6.4)**

13. Alexia Tonnel presented the update on the actions undertaken in relation to intellectual property (IP) and copyright management. Alexia highlighted the presentation being used to brief staff at awareness raising sessions, noting that the slides are also available on the intranet.
14. SMT noted the report and thanked Moira Godbert-Laird, Associate Director, IP and Content Business Management, for leading this work.

*Gill Leng joined the meeting*

### **Finance and resources report (item 6.5)**

15. Ben Bennett presented the report outlining the financial position at 31 January 2018. The overall forecast outturn has moved from a £2.9m underspend reported

to the Board in January to a £4m underspend. Ben highlighted the information in the report on travel and subsistence, and asked SMT members to remind their teams that staff and non-staff travel should be booked via Redfern.

16. Andrew Dillon noted the progress update on the NICE 2020 programme and thanked SMT for delivering the required savings. The outstanding element of the programme, introducing cost recovery for the technology appraisal (TA) and highly specialised technologies (HST) programmes, is outside of NICE's control. Andrew noted the update on the 2018/19 financial position, highlighting that the first call on all underspends will be to offset any financial deficit arising from the delay in introducing cost recovery for the TA and HST programmes.
17. SMT agreed the proposal to increase the budget limit for hotels inside London by £10 to £135 per night. It was agreed to maintain the limit for stays outside London at £100, given reducing this could present challenges in securing suitable accommodation, and the information collated from other public sector organisations indicates the £100 limit is reasonable. The importance of minimising spend on hotel accommodation was noted, including avoiding the need for overnight stays where possible. It was suggested that in exceptional circumstances in which accommodation cannot be booked within the £100 limit in Manchester, the lowest cost option from a standard short-list of suitable hotels should be booked. It was noted that NICE's hotel rates are lower than comparable DHSC, NHSE and HM Treasury rates.
18. SMT supported the proposal to set aside office accommodation for NHS England as outlined in the report.

#### **NICE impact report: maternity (item 6.3)**

19. Gill Leng presented the proposed report to the March public Board meeting, which is the second of the new format of the impact reports. She outlined the topic areas for future reports, which are aligned to national priority areas.
20. SMT discussed the feedback from NHS England and agreed it would be helpful to add an introductory statement to this and future impact reports to acknowledge the pressures facing the health and care system and the context for implementing NICE guidance. Subject to this and potential minor amendments to the chart on page 7, the report was agreed for submission to the March Public Board meeting.

**ACTION: GL**

#### **Recommendations following a whistleblowing investigation (item 6.5)**

21. Gill Leng presented the recommendations from an investigation carried out under the whistleblowing policy. Gill outlined the next steps, including to review the approach to the current procurement of the external assessment centre contracts, which was paused pending the outcome of the investigation. In addition, as this was the first time the whistleblowing policy has been used, HR will take the opportunity to review the policy and to consider the best way to raise awareness amongst staff.
22. SMT discussed the recommendations and next steps, including the balance of responsibilities between the central procurement team and the senior managers responsible for managing contracts in programme teams. It was agreed that whilst programme teams retain accountability for managing contracts in their area,

increased support from the central procurement team, including to share best practice would be helpful.

**Business planning (item 7)**

23. No further items discussed.

**Weekly staff SMT updates (item 8)**

24. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 9)**

25. Ben Bennett updated SMT on positive discussions with the British Council about NICE transferring to their proposed new offices when the lease on Spring Gardens ends in 2020. SMT reaffirmed support for the proposal, which would require Government approval.

26. Andrew Dillon updated SMT on the recruitment for the new Director of the Centre for Health Technology Evaluation (CHTE), noting that the advert is now live, with interviews currently being arranged for March. Engagement with the Department of Health and Social Care Remuneration Committee on the role's salary continues.