

# **NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

## **Senior Management Team**

### **Confirmed minutes of the meeting held on 3 July 2018**

#### **Present**

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines (part of meeting)
Ben Bennett	Director – Business Planning and Resources
Meindert Boysen	Director – Centre for Health Technology Evaluation
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)
Paul Chrisp	Programme Director – Health and Social Care (items 6.2 and 6.3)
Sophie Cooper	Scientific Adviser – Science Advice and Research (item 6.4)
Grace Marguerie	Associate Director – Human Resources (item 6.1)
Danielle Mason	Senior External Communications Manager (item 6.5)

#### **Apologies (item 1)**

1. None.

#### **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.

#### **Declarations of interest (item 3)**

3. The declared interests were noted. There were no conflicts of interest relevant to the meeting.
4. Mark Baker stated that he would update his declaration of interests to include his professorial appointment.

**ACTION: MB**

#### **Notes of the previous meeting (item 4)**

5. The minutes of the meeting held on 25 June 2018 were approved.

#### **Matters arising (item 5)**

6. The actions from the meeting held on 25 June 2018 were noted as complete or in hand.
7. Ben Bennett briefly updated SMT on discussions regarding the future location of the London office. It was noted that a further update would be provided as part of the forthcoming SMT session on strategic financial planning, which SMT agreed should be deferred to 17 July in light of Ben's apologies for next week's meeting.

**ACTION: DC**

**NICE Foundation (item 7)**

8. Andrew Dillon noted that he has received comments from the project group on the draft paper that will be used to seek approval for establishing the Foundation, and will prepare an updated draft accordingly. SMT discussed the financial modelling and agreed that it may be appropriate to reconsider the proposal to waive the requirement for the Foundation to pay a licence fee to NICE in its first two years. Ben Bennett was asked to review and update the financial section of the paper to clarify how any surplus generated by the Foundation would be utilised, and also to articulate more fully the economic case for the proposal, specifically how the Foundation would advance the UK Government's interests.

**ACTION: BB**

9. Ben Bennett stated there is a strong degree of confidence that any NICE staff transferring to the Foundation would retain access to the NHS pension scheme. He is still however seeking confirmation that any new staff subsequently appointed to the Foundation could join the NHS Pension Scheme. SMT confirmed the importance of clarifying this prior to taking a decision on whether to proceed with the Foundation.

**ACTION: BB**

**Annual workforce report 2017/18 (item 6.1)**

10. Grace Marguerie presented the annual report that outlined the composition of the workforce, how it has changed during 2017/18, and other key events that have affected the workforce over the year.
11. SMT reviewed the report and agreed that it would be helpful to include a summary of the key issues in the report, and also include data on the applicants short-listed for interview. The reason for the increase in the average cost per WTE employee in 2016/17 should be noted, given this represents an exception to the trend of year on year reductions. Amendments to several charts were suggested to aid clarity.
12. Subject to these and other minor drafting points, the report was agreed for submission to the July Board meeting.

**ACTION: GM**

**NICE Citizens Council (item 6.4)**

13. Sophie Cooper presented the paper that set out options for the future role and organisation of the Citizens Council, which last met in November 2015.
14. SMT discussed the Citizens Council's valued contribution to the development of NICE's methods and processes in the past, and noted that the Council has been seen as an exemplar of best practice nationally and internationally. However, there are no plans to run any other meetings, and no topics have been identified for the Council to consider.
15. SMT noted the evolution in NICE's operating context since the Council was established, and it was suggested by SMT members that alternative methods may be available to seek the public's views when developing NICE's methods and

processes. It was also noted that whilst it is important to take account of societal values, NICE must also take account of the views of key partners in the health and care system and the framework in which NICE operates when developing its methods and processes. It was agreed that for the Council to continue it must be able to meaningfully contribute to NICE's work.

16. SMT therefore agreed that the first stage should be to identify whether there are any topics that the Citizens Council could helpfully consider. These could be issues not previously considered by the Council, or topics previously considered but on which it would be helpful to receive an updated view. Sophie Cooper was asked to canvass suggestions from SMT by email.

**ACTION: SC**

17. The list of potential topics should then be shared with the Department of Health and Social Care and NHS England to seek their views on whether the Council's input on these would be helpful. The future of the Citizen's Council could then be considered in the context of whether there are any topics for it to consider.

#### **NICE annual conference 2018 (item 6.5)**

*Gill Leng and Mark Baker left the meeting partway through this item*

18. SMT reviewed the annual conference that was held on 26 June. Overall, the event was felt to have gone very well and Andrew Dillon congratulated the external communications team.
19. A number of learning points to be considered when planning next year's event were noted. SMT endorsed the approach of a single day conference and the proposal to return to the venue, should the main logistical issues arising at this year's event be satisfactorily resolved.
20. Danielle Mason stated that individual meetings with SMT members would be arranged in the autumn to develop the agenda for next year's conference. It was agreed that the event should reflect that 2019 is NICE's twentieth anniversary, and should combine a forward look with an appropriate retrospective. It was agreed to increase representation from speakers on public health and social care topics, and consider how to mitigate the impact of booked delegates not attending the pre-conference reception.

**ACTION: DM/JG**

#### **NICE impact report: falls and fragility fractures (item 6.2)**

21. Paul Chrisp presented the impact report focusing on falls and fragility fractures, which subject to feedback from SMT will be presented to the July Board meeting. Paul highlighted the revisions to the schedule for future reports, with the switching of the publication dates of the social care and mental health reports.
22. SMT discussed the rationale for including an external commentary in the report and confirmed this is to provide an outside viewpoint on the positive impact of NICE's guidance, and to comment on the scope for greater impact. It was agreed that it would be helpful to seek to refine the proposed external commentary in this report to more fully reflect this brief.

23. Subject to this amendment and other minor drafting points, the report was agreed for submission to the Board.

**ACTION: PC/GL**

24. Jane Gizbert stated that she would liaise with Paul Chrisp to include in the covering paper the information requested by the Board on the activities undertaken to promote the impact reports, including the number of views on the NICE website.

**ACTION: JG/PC**

**Proof of concept pilot with Net Solving (item 6.3)**

25. Paul Chrisp presented the proposal from Net Solving to work with NICE on a proof of concept pilot using their CaseCapture technology to implement a local clinical audit platform which would allow NHS trusts to select relevant audits and have an online unified data collection tool for data input.
26. SMT noted the potential benefits to NICE and the NHS of the proposed work, and supported the pilot in principle. SMT were mindful however of NICE's obligations as a public body and agreed that the procurement and contracting implications should be reviewed prior to committing to the pilot. Andrew Dillon asked Ben Bennett and Alexia Tonnel to work with Paul Chrisp and Barney Wilkinson to obtain the necessary assurance on this matter, following which the pilot could proceed.

**ACTION: PC/BB/AT/BW**

*Gill Leng and Mark Baker rejoined the meeting*

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

27. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 9)**

28. It was noted that Baroness Cumberledge has completed her review on behalf of the Secretary of State into how the health system responds to reports from patients about side effects from treatments. The review, which focused on three treatments, proposes a 'pause' on the use of vaginal mesh to treat urinary incontinence. SMT discussed the next steps and the implications for NICE's guidance. The importance of being able to explain to stakeholders and the public the impact of any such pause on NICE's published guidance on the use of mesh for urinary incontinence and other conditions, was noted and agreed.

**ACTION: JG/MB/GL**