

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Confirmed minutes of the meeting held on 17 July 2018

#### Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Meindert Boysen	Director – Centre for Health Technology Evaluation (part of meeting)
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)
Catherine Wilkinson	Associate Director – Finance and Estates (item 7.1)

#### 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.

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

4. The minutes of the meeting held on 10 July 2018 were approved.

#### Matters arising (item 5)

5. The actions from the meeting held on 10 July 2018 were noted as complete or in hand.
6. Gill Leng updated SMT on the pause in the use of vaginally inserted surgical mesh for the treatment of stress urinary incontinence (SUI) and prolapse. The link to the letter sent to the NHS from the Medical Directors of NHS England and NHS Improvement has been removed from the NICE guidance pages, at the request of NHS England.

#### NICE Foundation (item 8)

7. Andrew Dillon stated that the application to establish the Foundation has been sent to the Department of Health and Social Care (DHSC). Initial feedback from NICE's Senior Departmental Sponsor at DHSC was positive. A project group has been convened within NICE to work through the detailed arrangements to establish the charity, should the necessary approvals be given. The group will meet monthly. Andrew noted that approval from the DHSC by the autumn would put NICE in a

position to establish the Foundation in time for NICE's twentieth anniversary in April 2019.

#### **July Board meeting (item 6)**

8. SMT noted the agenda, papers and arrangements for the meetings on 18 July.

*Meindert Boysen joined the meeting*

#### **Independent medicines and medical devices safety review (item 7.2)**

9. SMT discussed the proposed terms of reference for the review, chaired by Baroness Cumberledge, and considered the potential outcomes, in particular the implications for the interventional procedures programme.
10. It was agreed that Andrew Dillon would write to Baroness Cumberledge to express NICE's support for the review. This response would also seek clarification on whether the review will look at the way NICE has produced guidance on the technologies under review, and taken account of patient feedback in its surveillance processes.

**ACTION: AD**

#### **Guideline committee chair appointment (item 7.3)**

11. Mark Baker presented the proposal to appoint Dr Waqaar Shah to the position of chair of the NICE guideline committee on neonatal infections. He highlighted the due diligence undertaken, and Dr Shah's previous experience chairing NICE committees. Dr Shah has no conflicts of interest.
12. Gill Leng highlighted that a web search indicates Dr Shah is a Board member at Wandsworth Clinical Commissioning Group (CCG), but this was not included in the paper. SMT agreed this would not represent a conflict of interest given the neonatal services covered by the guideline update are part of the General Medical Services contract rather than commissioned locally by CCGs. However, Dr Shah's declaration of interests should be updated to reflect this position, if it remains current.

**ACTION: MB**

13. SMT approved the appointment of Dr Shah as chair of the guideline committee.

#### **Strategic financial planning (item 7.1)**

14. Catherine Wilkinson presented the paper that updated SMT on the financial position in 2018/19 and the longer term strategic financial plans.
15. Catherine noted that centres and directorates have delivered their aspects of the 2020 savings programme, with the exception of £0.2m from the Centre for Guidelines (CfG), and the introduction of charging in the technology appraisal (TA) and highly specialised technologies (HST) programmes. Options for delivering the remaining balance of savings in CfG on a recurrent basis are being discussed with Mark Baker and his successor, and the proposed approach will come to SMT in the autumn. It has been agreed that CfG will meet any shortfall in 2018/19 from underspends arising from vacant posts.

16. Catherine noted that NICE began the year with £0.3m in budgeted reserves, of which £0.05m will be used for the purchase of IT equipment, subject to SMT approval, and the remaining £0.25m set aside to establish the real world data programme. Following recent review of the budgets by the finance team, there is now anticipated to be further headroom arising from vacant posts. Meetings with SMT members will take place in the coming weeks to explore proposals for utilising this expenditure on a non-recurrent basis. Options will then be included in next month's finance paper for SMT's consideration.

**ACTION: CW**

17. SMT noted the update on the 2018/19 position and approved the budget transfer of £0.05m to the non-pay budget for a one-off purchase of IT equipment as outlined in the paper.
18. Catherine highlighted that should it not be possible to introduce charging for the TA and HST programmes in 2019/20 the recurring worst case deficit would be £4.8m. Also, whilst the part-year effect of introducing charging in April 2019 could potentially be met by NICE's own financial planning, any further delay into the year would raise the need for transitional support from DHSC.
19. SMT discussed and agreed the most appropriate approach for addressing the recurring shortfall should charging not proceed. Andrew Dillon would brief the DHSC accordingly, following further input from Alexia Tonnel and Meindert Boysen on the contingency proposals.

**ACTION: AD/AT/MBo**

20. Catherine updated SMT on the planning for the end of the lease of the London office. NHS Property Services and the Government Property Agency are acting on NICE's behalf in order to find the most suitable and cost effective solution, which will most likely involve co-location with other ALBs. This is highly likely to be in Stratford, in either a 'health hub' or, as previously discussed, in the British Council's new office. Planning is at an early stage, but it is anticipated that the floor space will be smaller, but with increased meeting room capacity which would deliver savings as result of no longer hiring external meeting venues in London.
21. Catherine highlighted that work is also underway to review the configuration of the Manchester office to increase meeting room capacity. Proposals will come to SMT later in the year.
22. SMT discussed the latest planning for the London office and supported the proposals which would retain a London presence of approximately 80-100 workstations. This would deliver financial savings, whilst retaining the operational benefits of two office locations.

**Weekly staff SMT updates (item 9)**

23. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 10)**

24. Gill Leng stated that she has asked an intern from Harvard University to undertake a piece of work looking at the uptake of drugs in the UK and comparable countries,

as part of their summer placement at NICE. The proposed outcome is an article in a peer reviewed journal. Unfortunately it has not been possible to access the required data free of charge, and this access will cost £12k. SMT supported this expenditure, and gave feedback on the proposed scope of work and arising journal article. Meindert Boysen recommended linking in with studies of similar data by the DHSC and Office for Life Sciences. Andrew Dillon suggested that as a future broader piece of work it may be helpful to look at the factors that influence the uptake of new drugs in different countries, drawing on the input of NICE's international counterparts.

25. Alexia Tonnel highlighted the information on the access to the British National Formulary through the various digital platforms, which will be provided to the Board tomorrow in response to a query at the last Public Board meeting.
26. Meindert Boysen updated SMT on the recruitment to the two vacant Programme Director positions in CHTE.
27. Andrew Dillon highlighted the proposed activities to celebrate NICE's twentieth anniversary before and after the Board Strategy meeting in April 2019. Further information, including costs, will be brought to SMT in a couple of weeks.