

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 11 September 2018

#### Present

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Paul Chrissp	Director – Centre for Guidelines
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)
Lee Dobson	Programme Manager – Centre for Health Technology Evaluation (item 6.2)
Elaine Repton	Governance Manager: risk assurance (item 6.1)
Mirella Marlow	Programme Director and Deputy Centre for Health Technology Evaluation Director
Tanya Slinn	Portfolio Manager – Digital Services (items 6.4 and 6.5)

#### Apologies (item 1)

1. Apologies were received from Meindert Boysen who was represented by Mirella Marlow.

#### 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 4 September 2018 were approved.

#### Matters arising (item 5)

5. The actions from the meeting held on 4 September 2018 were noted as complete or in hand.
6. SMT discussed further the potential to recommend in the technology appraisal (TA) methods guide that manufacturers seek an external review of technical models prior to the TA process. SMT confirmed that any such external review should not form part of NICE's technology appraisal process; and while NICE may wish to encourage such quality assurance, manufacturers should continue to be able to engage NICE Scientific Advice or indeed another supplier for this review.

### **Risk register (item 6.1)**

7. Elaine Repton presented the strategic risk register and corporate risk register for SMT's review prior to consideration at the Audit and Risk Committee on 26 September.
8. SMT reviewed the strategic risk register and agreed amendments to sections 1 and 2 to reference NHS England's 10 year plan.
9. SMT reviewed the proposed amendments to the corporate risk register, and agreed a series of amendments:
  - Risk 01/18 should be widened to include the risk that NICE may be unable to set a balanced budget in 2019/20. The mitigations to the risk include the current consultation on the amended regulations to enable cost recovery in the technology appraisal and highly specialised technologies programmes.
  - Risk 07/18, and the accompanying mitigations, should be broadened to include communications activities to manage reputational risk from contentious guidance.
  - Risk 08/10 should be removed and replaced with a new medium level risk that the digital strategy fails to support the pathways transformation programme.
  - Risk 10/18 should be removed as NICE does not intend to develop a long-term relationship with MAGICapp.
  - Risk 20/18 should be removed as there are no proposals to further reduce resources in the Communications Directorate; working within available resources should be considered 'business as usual'.
  - The proposed new risk on the contacts/planning tool should be refined to focus on the risk to business continuity and guidance production as a result of moving hosting responsibility for the software to Digital Services.
10. It was agreed that the NICE Foundation could be added to the corporate risk register once there is approval from the Department for Health and Social Care and the Board to proceed with the proposal. Until this approval to proceed, the Foundation should not be listed as a mitigation to risk 15/18.
11. Subject to these amendments, SMT approved the strategic and corporate risk registers for submission to the Audit and Risk Committee.

#### **ACTION: ER/AT/JG**

12. Andrew Dillon noted the increasing inconsistency in the format and content of the Centre and Directorate Board reports and asked David Coombs to look at potential improvements.

#### **ACTION: DC**

### **External assessment centre (EAC) contracts 2018-21: work allocation process (item 6.2)**

13. Mirella Marlow presented the paper which summarised the procedures developed to ensure value for money when allocating work under the new EAC contracts.
14. Andrew Dillon asked about the likelihood that the allocated work may be less than the budget that is initially committed to the suppliers. Mirella Marlow stated that such scenario is unlikely. However if the allocated work is at risk of not utilising the

committed budget, then projects could be brought forward from the coming year, or capacity could be offered to other NICE programmes.

15. SMT noted the report and welcomed the assurance on the arrangements in place to manage this expenditure.

#### **Recruitment and selection to advisory bodies policy and procedure (item 6.3)**

16. David Coombs presented the proposed updated policy and procedure following periodic review.
17. SMT discussed the limits on overall tenure on the advisory committees and agreed on the importance of refreshing membership and bringing in new expertise. It was agreed that the maximum overall tenure on a committee of the same type should be 10 years – for example a member who had been on one technology appraisal committee for 10 years could not then be appointed to another technology appraisal committee. It was agreed that the 10 year limit would include time spent as a member or chair, and the tenure would not restart when a committee member is appointed as a chair of the committee. SMT agreed that if exceptional circumstances justified a longer tenure, this would be subject to approval by SMT, taking account of the views of the chair of the NICE Board.
18. SMT agreed to retain the provision in the existing policy to enable initial recruitment to a committee to be undertaken without open advert, such as when a committee needs to be established quickly. It was agreed this course of action would be rare and would require approval from SMT, taking account of the views of the chair of the NICE Board.
19. SMT discussed the disqualifications on committee membership and confirmed that any doctor who had restrictions on their practice following investigation by the General Medical Council would be ineligible to sit on an advisory committee.
20. SMT approved the policy and procedure subject to these amendments, and clarification that the document applies to advisory bodies that produce guidance, standards and indicators.

#### **ACTION: DC**

21. Andrew Dillon asked that the documentation for reviewing applications is reviewed to ensure this assists the shortlisting panel undertake an objective evaluation of candidates.

#### **ACTION: DC**

#### **Proposed retirement of the NICE Guidance mobile app (item 6.4)**

22. Alexia Tonnel presented the proposal to retire the NICE Guidance mobile app. She noted that usage of the app is relatively low, with the number of monthly users equivalent to 5% of those access guidance on the NICE website from a mobile or tablet device. With increasing availability of Wi-Fi in clinical settings, and the investment in the NICE website to optimise content for mobile devices, the original rationale for the app is now less relevant.
23. Alexia highlighted that statistics indicate less than 10% of the guidance app users on the Android operating system are successfully receiving monthly updates,

which raises the risk that health and care professionals accessing the app are using out of date NICE guidance.

24. Alexia highlighted that should the app continue, then it would require additional ongoing investment. She noted the Government Digital Service's position that mobile apps are not usually the best way to deliver public services unless the content or functionality is most appropriately delivered through a standalone app.
25. Taking the above factors into account, SMT approved the proposal to retire the NICE guidance mobile app. It was agreed that communications activity should explain the rationale for the decision and encourage users to add a shortcut to the guidance section of the NICE website on the homepage of their mobile device.

**ACTION: AT/JG**

#### **NICE service review project (item 6.5)**

26. Alexia Tonnel outlined the scope and approach for a review of the portfolio of live services supported by Digital Services. The aim is to identify opportunities to retire, consolidate, or transfer services, and therefore enable digital services to effectively support NICE-wide transformation activity. The intention is to complete the review by March 2019, with proposals for each service brought to SMT for consideration and approval by this time.
27. SMT discussed the review, and in particular the proposed questions to consider as part of the third phase – the strategic evaluation. Andrew Dillon highlighted the need to distinguish between technical questions and those that relate to wider strategic issues. While digital services could answer the questions on technical matters, SMT should be asked to consider the more strategic and subjective questions relating to the strategy of NICE and other organisations, and the impact on NICE and other organisations of retiring a digital service. Alexia was asked to develop the criteria that will enable SMT to decide the future of each digital service following the strategic evaluation.
28. Subject to the above comments, SMT supported the arrangements for the review. It was agreed that the papers to SMT with proposals on each digital service should be grouped to reflect the interdependencies between digital services.

**ACTION: AT**

#### **NHS England 10 year plan (item 6.6)**

29. SMT briefly discussed the development of NHS England's 10 year plan, and NICE's contribution to date. It was noted that SMT would be kept updated on this issue.

#### **NICE Pathways (item 7)**

30. Andrew Dillon noted that the next step is to brief the Directors' first line reports immediately after this SMT meeting, and then briefly introduce the proposals at the September all staff meeting. The proposals will then be the central focus of the Board Strategy away-day in October.

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

31. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 9)**

32. Ben Bennett stated that the Health and Wellbeing group are keen for SMT members to write blogs on their own experience of healthy living. Jane Gizbert and Paul Crisp agreed to each write a blog.

**ACTION: JG/PC**