

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 16 October 2018

#### Present

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Meindert Boysen	Director – Centre for Health Technology Evaluation
Paul Chrissp	Director – Centre for Guidelines
Jane Gizbert	Director – Communications
Gill Leng	Director – Health and Social Care

#### In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Jacoline Bouvy	Senior Scientific Adviser – Science Policy and Research (item 7.3)
Nick Crabb	Programme Director – Scientific Affairs (item 7.3)
Alison Liddell	Associate Director – Service Delivery and Programme Management – Evidence Resources
Elaine Repton	Governance Manager: risk assurance (item 7.2)
Catherine Wilkinson	Associate Director – Finance and Estates and Deputy Business Planning and Resources Director (item 7.1)

#### Apologies (item 1)

1. Apologies were received from Alexia Tonnel who was represented by Alison Liddell.

#### 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. SMT's 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 9 October 2018 were approved.

#### Matters arising (item 5)

5. The actions from the meeting held on 9 October 2018 were noted as complete or in hand.
6. Andrew Dillon updated SMT on progress with receiving approval to introduce charging in the technology appraisal (TA) and highly specialised technologies (HST) programmes, noting the proposals are with the Secretary of State following the recent consultation on the amended regulations.

#### October Board Strategy meeting (item 6)

7. The arrangements for the meeting on 17 October 2018 were noted.

8. Andrew stated that he will brief the Board on the timescale for recruiting a new NICE Chair, given David Haslam's term of office ends in May 2019. Interviews are likely to take place in February, to enable the appointee to be identified in early April. Andrew stated that he would also brief staff on this matter at the upcoming all staff meetings.

**ACTION: AD**

#### **Non-staff travel (item 7.1)**

9. Andrew Dillon asked SMT to consider the letter from a group of committee members about the recent changes to the non-staff travel policy, which placed further restrictions on the use of first class rail travel. Previously, committee members were able to travel first class on advance tickets; the revised policy states that first class rail travel is only permissible if it can be obtained for a similar or lower price than a standard class ticket with the same level of required flexibility.
10. SMT noted the importance of committee members to NICE's work, and the need to maintain their goodwill, particularly given NICE does not pay non-lay members for their input. The long standing requirement for staff to utilise standard class travel was noted, as was the fact that it is rare for other public sector organisations to offer first class travel. Catherine Wilkinson highlighted that the majority of committee members travel standard class.
11. SMT agreed that on reflection it would have been helpful to have given committee members longer notice of the changes in the policy, to enable individuals to consider the impact on their personal arrangements. To facilitate this transition it was therefore agreed that until the end of the current financial year NICE would continue to reimburse existing committee members for the class of rail travel typically used since their appointment. The policy would however continue to apply in full to committee members appointed since it was agreed by SMT in June 2018.
12. It was noted that transitional arrangements had been discussed with a small number of committee members who were concerned about the new policy, prior to this SMT meeting. Andrew Dillon asked for details of how many individuals were subject to these discussions and the length of the transitional period offered.

**ACTION: CW**

13. Linked to this, Ben Bennett highlighted the recent internal audit report on non-staff travel which raised several issues for SMT to consider including adherence to the policy, and SMT's oversight in this area.
14. SMT reviewed the recommendations and the management response. Andrew Dillon stated that staff should be supported to implement the policy, and resolve any challenges they are experiencing. Catherine Wilkinson highlighted the types of issues forwarded by the project teams, and Andrew stated that Catherine should feel empowered to escalate issues to the relevant SMT Director if their teams have not satisfactorily responded to concerns. Andrew stated that he did not feel it is necessary to reference the disciplinary policy in the non-staff travel policy as it is an established principle that non-compliance with NICE's policies could ultimately lead to disciplinary action.
15. SMT agreed to receive periodic reports that would enable monitoring of adherence to the policy, and collectively committed to take appropriate action where there is

ongoing non-compliance. SMT welcomed the proposed additional support for staff, including producing frequently asked questions and offering training. It was suggested that it would be helpful for this training to also cover how to deal with difficult issues.

**ACTION: CW/BB**

16. Andrew Dillon agreed to brief staff on this matter at the upcoming all staff meeting.

**ACTION: AD**

17. In the longer term, it was suggested that it might be helpful to consider whether centralising committee support could help address some of the issues noted in the audit report.

**Anti-competitive policy (item 7.2)**

18. Elaine Repton presented the proposed anti-competitive policy, which is a requirement of certain contracts currently held by NICE. Elaine highlighted that competition law, and therefore the policy, will only apply when NICE is acting as an 'undertaking' by carrying out economic activity.

19. SMT approved the policy, subject to minor clarifications to paragraph 9.

**ACTION: ER**

**Histology independent indications for cancer medicines (item 7.3)**

20. Jacoline Bouvy presented the briefing on the development of histology-independent indications for cancer medicines and the implications for NICE's technology appraisal processes and methods.
21. SMT noted the potential benefits to patients of targeted treatments, and discussed the challenges of appraising the cost effectiveness of a histology-independent indication. In particular, it was noted that cost effectiveness estimates will be uncertain in light of different treatment pathways, comparators, and prognoses between clinically distinct sub-populations.
22. SMT supported the proposed next steps outlined in the report and requested further updates as appropriate on this issue. It was agreed that NICE should also engage NHS England in discussions about the budgetary impact of these new technologies, and the potential implications for NICE's approach.

**ACTION: NC/MB**

**Independent Medicines and Medical Devices Safety Review (item 7.4)**

23. SMT reviewed the draft response to the call for evidence informing the Independent Medicines and Medical Devices Safety Review by Baroness Cumberlege. A number of minor amendments were agreed, including to highlight the role of the interventional procedures programme in providing guidance to the NHS at a system level; NICE's support on medicines and prescribing through the comprehensive network of associates and links with the regional medicines optimisation committees; and NICE's collaboration with the MHRA.
24. Subject to these amendments and other noted factual corrections, the response was approved for submission.

**ACTION: PC/MB**

**NICE pathways (item 8)**

25. Gill Leng briefly fed back from a workshop held on 12 October about the pilot, and noted the discussion planned for the next steering group meeting on the support for the pilot pathways committee.
26. Andrew Dillon highlighted the need to further consider the long term resourcing for the programme if the pilot is successful.

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

27. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 10)**

28. None.