

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

## **Senior Management Team**

### **Minutes of the meeting held on 13 November 2018**

#### **Present**

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Paul Chrisp	Director – Centre for Guidelines
Jane Gizbert	Director – Communications
Gill Leng	Director – Health and Social Care
Alexia Tonnel	Director – Evidence Resources

#### **In attendance**

Mark Campbell	Acting Programme Director – Centre for Health Technology Evaluation
David Coombs	Associate Director – Corporate Office (minutes)
Elaine Repton	Governance Manager: risk assurance (item 6.1)
Barney Wilkinson	Associate Director – IT and Procurement (item 6.2)
Catherine Wilkinson	Associate Director – Finance and Estates (item 6.3)

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

1. Apologies were received from Meindert Boysen who was represented by Mark Campbell.

#### **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 6 November 2018 were approved.

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

5. The actions from the meeting held on 6 November 2018 were noted as complete or in hand.
6. Paul Chrisp confirmed that following the extensive correspondence received about the membership of the committee updating NICE's guideline on ME/CFS, the Centre for Guidelines have reviewed the declared interests of the previously announced committee members, and those of the final four committee members recently appointed. Paul stated that a summary of these declared interests, and the proposed action to manage any potential conflicts of interest, has been prepared. It is now proposed to convene the declarations of interest reference panel, chaired by the Audit and Risk Committee chair, to discuss a small number of the appointments.

7. SMT noted and welcomed this work, and confirmed the importance of adhering to NICE's policy on declaring and managing interests and ensuring the committee comprises a range of viewpoints. The proposal to convene the reference panel to consider the committee members' declared interests was supported. It was agreed that prior to reference panel, the involvement of any committee members with the PACE trial should be clarified.

**ACTION: PC**

8. SMT confirmed the importance of stakeholder engagement on this guideline and communicating the action taken in response to the concerns raised. Gill Leng also suggested consideration is given to utilising formal consensus methods with a wider group.

**ACTION: PC**

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

9. Elaine Repton presented the updated risk register for SMT's review prior to submission to the Audit and Risk Committee, and highlighted the proposed amendments.
10. SMT reviewed the proposed amendments and supported the removal of the risk 24/18 relating to income from NHS England and risk 02/18 relating to the review of the Quality and Outcomes Framework, on the basis that the former would now be managed as part of the usual business planning process, and the latter was no longer a risk as the review had been published.
11. SMT supported the reduced rating for risk 06/18 relating to the application of the policy on declaring and managing interests, and agreed that risk 07/18 sufficiently captured the risks around contentious guidelines in development.
12. SMT noted the three key risk areas highlighted at a recent Department for Health and Social Care (DHSC) risk event and noted that two of these, cyber security and Brexit, are currently included in the corporate risk register. SMT agreed that the third, fraud, did not require escalation to the corporate register and could remain on the Business Planning and Resources risk register given the level of risk to NICE in this area.
13. SMT discussed the proposed new risk relating to a failure to anticipate new trends in technology, data and ways of working and agreed to add this to the corporate risk register. Gill Leng was asked to review the mitigations and assurance and add the target rating.

**ACTION: GL**

14. Ben Bennett updated SMT on the plans for the London office when the current lease ends in 2020. He stated that NICE is now part of the DHSC London office strategy which is in development, and due to complete in March 2019. Risk 04/18 should be updated accordingly.
15. Andrew Dillon asked SMT members to review the risk register and add target dates for completing the planned further mitigating actions where possible.

**ACTION: SMT**

16. Subject to these amendments, the risk register was approved for submission to the Audit and Risk Committee.

**ACTION: ER**

### **Information technology policy and procedures (item 6.2)**

17. Barney Wilkinson presented the updated Information Technology policy and procedures. He outlined the main changes, which were to include Software as a Service (SaaS), require the use of multifactor authentication wherever appropriate, and to clarify the respective roles of the IT and Digital Services teams.
18. SMT reviewed the policy and agreed that a section should be included on the use of personally owned devices to access NICE email accounts and other NICE systems. This text should set out the circumstances staff can use such equipment, and the arising obligations for staff of doing so. It was agreed this information should also be more clearly outlined in appendix A, which should be retitled to reflect the content was not voluntary good practice.
19. Subject to these, and other minor amendments, SMT approved the policy.

**ACTION: BB/BW**

### **Staff reimbursement policy (item 6.3)**

20. Catherine Wilkinson presented the new policy, which is proposed to replace the existing staff travel and subsistence policy.
21. SMT reviewed the main changes from the existing travel and subsistence policy, and noted the implications of HMRC rules on travel and subsistence claims. It was noted that under HMRC regulations, travel claims will be subject to tax deductions unless receipts are provided.
22. SMT discussed the proposed amendments regarding air travel, and agreed that:
- flights within Europe and North Africa should be in economy class
  - business class could be used for flights to Australia and the Middle East, or other locations that involve an overnight flight
  - premium economy could be used for the remaining journeys.
  - where more than five staff are attending an international event (such as the GIN conference), SMT would agree the travel arrangements on a case by case basis
  - business class flights to destinations outside of Europe and North Africa may be accepted when purchased and funded by third parties.
23. SMT discussed the new offer of reimbursing staff for childcare (or other carer) costs as a result of attending the office for essential meetings on non-working days or while on maternity leave for 'keeping in touch' days. Catherine Wilkinson highlighted this would be subject to a manager's judgement that the individual was indeed required to attend the office, and had legitimately incurred a cost with a registered care provider. She noted that the policy also limits the number of claims in each year.
24. Subject to these and other amendments, SMT approved the policy. It was agreed that Ben Bennett would sign-off the amended version of the policy on behalf of SMT.

**ACTION: BB/CW**

25. It was agreed that the gifts and hospitality policy should be amended to reflect the circumstances in which flights are paid for by a third party, as noted above.

**ACTION: DC**

**Guideline committee chair appointment (item 6.4)**

26. Paul Chrisp presented the proposal to appoint Marie Burnham to the position of chair of the NICE guideline committee on looked after children and young people. He highlighted the due diligence undertaken and the declared interests, confirming there were no conflicts of interest specific to the guideline.
27. SMT approved the appointment of Marie Burnham as chair of the guideline committee.

**Technology appraisal (TA) and highly specialised technologies (HST) charging (item 6.5)**

28. Andrew Dillon presented the draft report from the Department of Health and Social Care (DHSC) on the next steps following the consultation on introducing charging to the TA and HST work programmes, and the proposal to extend eligibility for appointment to the TA and HST appeals panels.
29. SMT discussed the consultation feedback, the DHSC's proposed next steps, and the implications for NICE. Andrew stated that he would discuss this further with DHSC, and highlighted the need to confirm with DHSC the approach for addressing the financial implications of the revised proposals and the one-off impact in 2019/20 arising from introducing charging later than originally anticipated.

**ACTION: AD/BB**

**NICE pathways (item 7)**

30. Gill Leng noted that the steering group met last week, and stated that planning is underway for the pilot advisory committee's first meeting at the end of November.

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

31. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 9)**

32. None.