

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

## **Senior Management Team**

### **Minutes of the meeting held on 18 December 2018**

#### **Present**

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Meindert Boysen	Director – Centre for Health Technology Evaluation
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 (item 7.3)
David Coombs	Associate Director – Corporate Office (minutes)
Danielle Mason	Senior External Communications Manager (item 7.4)
Catherine Wilkinson	Associate Director – Estates and Finance (items 7.1 and 7.2)

#### **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 meetings held on 4 and 11 December 2018 were approved.

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

5. The actions from the meeting held on 11 December 2018 were noted as complete or in hand.
6. Alexia Tonnel noted that subsequent to last week's SMT meeting it was agreed to discuss further the bid for capital funding for NICE Connect with Ben Bennett and Gill Leng rather than bring a paper to today's meeting.

#### **Board meetings (item 6)**

7. The actions from the Board Strategy meeting on 12 December were noted. SMT noted a suggestion at the Board meeting that committees undertake unconscious bias training, and agreed that once the Directors had trialled this e-learning, SMT could consider whether to roll this out to staff and committee members.

8. Andrew Dillon stated that he has discussed the delay in starting the recruitment of a new Chair with NICE's senior departmental sponsor at the Department of Health and Social Care (DHSC). The DHSC aim to advertise the position in mid January, which would enable an appointment to be made prior to the end of David Haslam's term of office. However, the recruitment documentation awaits approval from the Cabinet Office and therefore the timescale remains uncertain.
9. SMT agreed the agenda items for the Board meetings on 30 January. It was noted that the level of information in the item on the long term plan will depend on how far in advance of the Board meeting the plan is published.
10. SMT discussed the timetable for developing the corporate business plan, noting that as in previous years, a draft is due with the DHSC sponsor team prior to the Board reviewing the draft plan. It was agreed that SMT should therefore review the updated draft business plan in January prior to submission to the DHSC sponsor team.

**ACTION: DC**

### **Finance and resource report (item 7.1)**

11. Ben Bennett presented the report that set out the financial position at 30 November 2018, and provided an update on the indicative financial planning for 2019/20 and 2020/21. Ben highlighted that the information in the report forms the basis of the draft narrative on the finances in the corporate business plan, and also includes a request for SMT to approve additional non-recurrent expenditure to support the lay members on the guideline committee on chronic encephalomyelitis/chronic fatigue syndrome (ME/CFS), and recurrent expenditure on SNAP survey software.
12. SMT reviewed the indicative financial planning for 2019/20 and 2020/21, noting the previously discussed challenges in 2019/20 arising from the delay in introducing charging for the technology appraisal (TA) and highly specialised technologies (HST) programmes. SMT noted that the charges have been set at a level to reflect the fully absorbed costs of producing TA/HST guidance, in line with HM Treasury guidance, and the charges will be subject to regular review.
13. SMT discussed investment priorities for future years, noting resources will be brought together from centre and directorate budgets to fund the process of transforming how NICE develops and presents guidance under the NICE Connect project, with sources of additional funding also explored. There is also an intention to develop a financial reserve to invest in additional capacity for the TA/HST programmes, facilitated by income from the new charging regime and potential additional Government funding.
14. Meindert Boysen noted that the draft financial plan for 2019/20 does not include all of the potential new activities outlined in the draft CHTE plan. Catherine Wilkinson stated that the finance paper reflects the activities for which there is a higher degree of certainty that funding will be provided and/or have been approved by the Board. Andrew Dillon stated that core programme activities will be the first call on reserves; other activities, which may be highly worthwhile, can only proceed if funding is available.
15. SMT discussed the proposed new expenditure outlined in the report and approved the request for up to £50k additional non-recurrent funding for the ME/CFS guideline committee. SMT also approved the purchase of SNAP, on the recommendation of the Software as a Service (SaaS) panel which had reviewed

the business need for survey software. It was agreed however that Jane Gizbert and Ben Bennett should review the type of licence that is required in order to consider whether the proposed £10k expenditure could be reduced.

**ACTION: BB/JG**

16. SMT agreed that the financial narrative in the 2019/20 business plan should be amended to reflect the discussion on TA/HST charging and investment priorities for 2019/20.

**ACTION: CW/BB**

#### **Draft corporate business plan (item 7.2)**

17. Andrew Dillon presented the draft business plan and noted that the business objectives had been revised in response to the discussion at last week's SMT meeting, and now sit under newly drafted strategic ambitions.
18. SMT reviewed the proposed new strategic ambitions. It was agreed that the proposed third ambition should be expanded to refer to taking advantage of new digital technologies and data sources; while the fourth ambition should be amended to reflect that the NICE Connect project may lead to changes in the shape of NICE's offer. In response to the discussion at the Board Strategy meeting last week, SMT agreed to add an action under the workforce ambition on how NICE can continue to attract and support committee members and unpaid advisers.

**ACTION: AD/DC**

19. It was agreed that Directors should review the actions that sit beneath the strategic ambitions, and add a target quarter for completing the action where appropriate. This would help enable brief exception reporting on progress in the Chief Executive's reports to each public Board meeting in 2019/20.

**ACTION: SMT**

20. SMT reviewed the remainder of the business plan and identified a number of further amendments. It was agreed that SMT members would highlight any further required amendments by email and send these to David Coombs by 28 December. These will be consolidated into an updated draft for review by SMT in January, prior to submitting the draft to the DHSC sponsor team and then the January Board meeting.

**ACTION: SMT/DC**

#### **Aligning CHTE guidance process and methods (item 7.3)**

21. Meindert Boysen presented the paper that outlined the activities in CHTE to align processes and methods for guidance development. He explained the background to the proposals, and highlighted that aligning some key elements of the Centre's guidance processes and methods has the potential to achieve substantial benefits in terms of the efficient use of staff and committees, and simplifying the understanding and use of NICE's outputs in the health and care system.
22. SMT discussed the proposal and queried whether the single modular programme manual would sufficiently take account of the differences in the current CHTE programmes. In particular, SMT members highlighted the distinctive nature of the

interventional procedures (IP) programme which is focused on the safety of new technologies, and suggested that IP should therefore sit outside of the proposed unified programme manual. Mark Campbell stated that the CHTE programme board considered this issue, and felt the IP programme was similar enough to align the processes with other CHTE programmes, with the methods remaining distinct. Gill Leng highlighted the benefit of also clarifying how the Medtech Innovation Briefings (MIBs) fit into the proposed modular programme manual.

23. SMT members highlighted the need to take account of programme activities outside of CHTE, to ensure consistency in approach where appropriate. Andrew Dillon noted the benefit of an overarching strategy for NICE's methods and process that would outline a set of principles that could facilitate harmonisation across the programmes.
24. SMT noted and supported the principle of producing a single modular programme manual for CHTE guidance programmes, which would include work to update the TA and HST methods. It was agreed that the proposal to include the IP programme in the unified manual should be considered further in light of the concerns raised by SMT members on the distinct nature of the IP programme. SMT supported the proposed oversight arrangements and involvement of external stakeholders in the steering group and methods working party, subject to ensuring the nature of this external input is clear, and that NICE retains responsibility for deciding its methods and processes having considered external views.

**ACTION: MB**

#### **Activities to celebrate NICE's 20<sup>th</sup> anniversary (item 7.4)**

25. Danielle Mason presented the update on the activities to mark the 20<sup>th</sup> anniversary of NICE's establishment on 1 April 2019, which have previously been discussed by SMT. Danielle highlighted the latest cost estimates, and asked SMT to consider whether there is additional budget available above the previously allocated £15k.
26. SMT discussed the proposed expenditure, in particular that proposed for the Parliamentary reception. SMT noted the benefits of hosting the event at the Houses of Parliament, including engaging parliamentarians with NICE's work in the wider health and care system. It was agreed however that the costs of hosting the event at Spring Gardens or an alternative external venue should be explored, with the Board then able to consider how to proceed at the morning session of its January meeting.
27. SMT agreed that the report to the Board in January should reflect the most likely expenditure on each activity, with the Board dinner and accommodation removed from the costings as expenditure on dinner and accommodation would ordinarily result from hosting the Board Strategy meeting in Manchester. It was agreed that the Board report should not feature the NICE Foundation, archive, or social media activities given the first two activities did not lead to financial expenditure as part of the anniversary, and the social media campaign was not a material cost.

**ACTION: JG/DM**

28. It was agreed that a mock-up of the logo should be produced to include the tagline '1999 -2019', and the Board would be asked in January to consider whether to utilise the logo throughout 2019, or focus the logo's use around the anniversary in April.

**ACTION: JG/DM**

**NICE Connect project (item 8)**

29. Gill Leng noted that the steering group is meeting later this week, and preparations for the advisory committee's second meeting which will look at diabetes in pregnancy are underway. Paul Chrisp highlighted that the directors of the two guideline development centres have agreed to join the steering group.

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

30. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 10)**

31. SMT discussed the timing for the SMT retreat in April. It was agreed to move this forward a week to 1/2 April, subject to confirming availability with the venue and SMT members.

**ACTION: DC**