

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 5 February 2019

Present

Andrew Dillon	Chief Executive (item 6.2 and items 7.2 to 11)
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 (items 1 to 7.3)
Alexia Tonnel	Director – Evidence Resources
Catherine Wilkinson	Acting Business Planning and Resources Director

In attendance

Nicola Bent	Programme Director and Deputy Health and Social Care Director (items 7.4 to 11)
Jennifer Beveridge	Analyst – Health and Social Care (item 7.1)
David Coombs	Associate Director – Corporate Office (minutes)
Philip Hemmings	Associate Director – Editorial and Publishing (item 7.2)
Grace Marguerie	Associate Director – Human Resources (item 8)
Eric Power	Programme Director – Health and Social Care (item 7.1)
Elaine Repton	Corporate Governance and Risk Manager (item 7.4)

Apologies (item 1)

1. Apologies were received from Ben Bennett who was represented by Catherine Wilkinson. Gill Leng chaired the start of the meeting until Andrew Dillon arrived, and then left the meeting after item 7.3 with Nicola Bent taking her place.

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 previously 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 29 January 2019 were approved.

Matters arising (item 5)

5. The actions from the meeting held on 29 January 2019 were noted as complete or in hand.
6. It was noted that the web page on TA/HST charging is due to go live on 4 March 2019, which will reflect the amendments agreed at last week's SMT meeting. In addition, information on the charging process will be sent directly to the companies whose products are due to commence appraisal in the first quarter of 2019/20. Meindert Boysen confirmed that he will bring a paper back to SMT on the approach for recovering the costs of reviewing drugs in the Cancer Drugs Fund and the

circumstances in which NICE would seek funding from a public sector body for a multiple technology appraisal.

Actions from the January Board meeting (item 6.1)

7. SMT reviewed the actions from the Board meetings on 30 January 2019. Alexia Tonnel stated that she has offered to become a mental health first aider, and is booked on the next available training, which is in September.

NICE impact report – mental health (item 7.1)

8. Eric Power and Jennifer Beveridge presented the impact report for the March Board meeting, which is focused on NICE's mental health guidance.
9. SMT reviewed the report and agreed that it would be helpful to emphasise how NICE's guidance underpins the NHS Five Year Forward View for Mental Health and the NHS Long Term plan. It was also agreed that, if available, data should be added to the report on the variation in uptake of NICE guidance across the country. Subject to these, and other minor amendments, the report was approved for submission to the March Board meeting.

ACTION: EP/GL

Annual report and accounts 2018/19 (item 7.2)

10. Phil Hemmings presented the update on the work to produce NICE's 2018/19 annual report. He highlighted amendments to the finance team's membership of the project group and project board following feedback from Catherine Wilkinson, and confirmed that a key project deliverable is to ensure the external auditors sign-off the annual report and accounts.
11. SMT considered whether to continue to produce a standalone annual review alongside the annual report, noting the low level of downloads of the 2017/18 annual review, and the intention to further improve the visual presentation of the 2018/19 annual report. Taking these factors into account, SMT supported the proposal to no longer produce a standalone annual review, and instead improve the landing page for the annual report on the website and promote this through social media activity.
12. SMT reviewed the proposed list of topics for the highlights section of the 2018/19 annual report, and agreed to also refer to NICE's work on digital health technologies, the NICE Connect project, the voluntary scheme for branded medicines pricing and access, and NICE's procurement of evidence resources for the NHS. It was agreed that Phil Hemmings would email SMT members and Nick Crabb to ask for their top three highlights of the reporting period.

ACTION: PH

13. SMT reviewed and supported the proposed project timescale, subject to amending step 20 to state that the draft report would be shared with all of SMT on 22 March. Andrew Dillon also asked Phil to brief Rima Makarem, Audit and Risk Committee chair, on the proposals for producing the annual report and accounts.

ACTION: PH

February Board Strategy meeting (item 6.2)

14. SMT reviewed the draft agenda for the Board Strategy meeting on 27 February 2019.
15. It was agreed to remove the item on engagement with Public Health England (PHE), to enable Andrew Dillon, Gill Leng and Paul Chrisp to first meet to discuss NICE's long term role in public health and the relationship with PHE.

ACTION: AD/GL/PC

16. It was agreed to defer the discussion on Freedom to Speak Up Guardians to the March Board meeting, to enable SMT to first consider the role of the Guardians nationally, and the specific implications for NICE including the relationship with the whistleblowing process.

ACTION: GM/DC

17. It was agreed that Stephen O'Brien should be asked to provide the committee chair update, and give a perspective on the appraisal of CAR T-cell technologies, the new TA technical engagement process, and steps taken to improve consistency between the TA committees.

ACTION: DC/MB

18. It was agreed that the paper on the outstanding contribution awards should be taken in a part 2 session without the committee chairs.

19. SMT noted this was due to be the first Board Strategy meeting in the Manchester office for a number of years, and the NEDs would like to utilise the opportunity to gain exposure to Manchester based staff. SMT therefore agreed to invite staff to meet with the Board over a sandwich lunch at the end of the Board Strategy meeting.

ACTION: DC**Appointing Arm's Length Bodies (ALBs) staff to NICE advisory committees (item 7.3)**

20. SMT noted the paper that had been prepared to seek SMT's view on whether it is appropriate for staff working in the DHSC and its Arm's Length Bodies (ALBs) to sit on the advisory committees that develop NICE guidance.
21. Gill Leng highlighted that SMT previously agreed a position on this issue and drawn a distinction between staff working in national and regional roles. It was agreed that the paper should be amended to reference SMT's previously agreed position, and brought to next week's SMT meeting.

ACTION: DC**Risk register 2019/20 (item 7.4)**

22. Elaine Repton presented the proposed risks for inclusion in the 2019/20 business risk register, following review by individual directors.

23. SMT discussed the proposed risks and identified a number of required amendments. It was agreed that risks should reflect their corporate impact, and therefore the centre/directorate focused risks that raise workforce or finance issues would better be incorporated into cross-Institute finance and workforce risks. SMT agreed there should be a risk about the recovery of income from TA/HST charging, and also a risk about the proposed expansion of several NICE programmes. SMT supported the proposed new risk on the review of the TA and HST methods, but agreed that the new risks on managed access and data models should not be included in the risk register. It was agreed that the proposed wording on the risk around engagement with the social care and public health sectors should be revised, and the existing risk on HealthTechConnect retained.
24. Andrew Dillon stated that he would review and amend the risks in light of the SMT discussion. He would also consider how to present these, including whether to map these against the business plan objectives or arrange them thematically. The revised document would then come to SMT for review, prior to presentation to the Board.

ACTION: AD

EU exit (item 8)

25. Meindert Boysen presented an update from NICE's EU exit oversight group, highlighting the group's consideration of a number of issues including staffing, access to data held in the EU, and communication with stakeholders. Andrew Dillon also fed back from today's ALB EU exit ministerial meeting.
26. SMT noted the advice from the DHSC and DCMS regarding access to data held in the EU in the event of a 'no deal' scenario and welcomed that Alexia Tonnel is preparing a paper for next week's SMT meeting on the issue. It was agreed that Meindert Boysen and Nick Crabb should also consider the wider implications of a 'no deal' scenario in terms of NICE's ability to trade with companies based outside of the UK.

ACTION: MB/NC

27. SMT considered the request for ALBs to temporarily transfer staff to support the DHSC's EU exit preparations. It was agreed that Meindert Boysen should respond to the DHSC to state that as a small organisation, NICE has minimal marginal capacity to assist with this work, but stands ready to respond to specific requests for particular staffing support. In addition, NICE can continue to offer assistance from its networks, such as the medicines associates, to help disseminate messages across the NHS.

ACTION: MB

28. SMT agreed that Meindert Boysen and Jane Gizbert should draft a statement setting out NICE's preparations for EU exit, including the proposed arrangements in the event of a 'no deal' scenario and the UK has to operate its own medicines regulatory process.

ACTION: MB/JG

NICE Connect project (item 9)

29. It was noted that the pathways advisory committee agreed to cancel their planned meeting in February, to enable the project team to focus on preparing for the next meeting in March.
30. Andrew Dillon highlighted SMT's decision to focus the SMT away-day in April on NICE Connect, and stated that it is important to consider what particular aspects of the project to discuss at the meeting. He stated that he would also like to use part of the away-day to discuss issues around the planned expansion of several programmes in CHTE.

Weekly staff SMT updates (item 10)

31. SMT agreed the staff updates.

ACTION: DC

Any other business (item 11)

32. None.