**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 22 October 2019

## 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

Nick Crabb Programme Director – Science Advice and Research

Jeanette Kusel Director – Scientific Advice (item 7.2)

Nick Baillie Associate Director – Quality Standards (item 7.3)

Anne Weist Education Manager – Health & Social Care (item 7.3)

Elaine Repton Corporate Governance & Risk Manager (minutes)

## Apologies (item 1)

1. There were no apologies for absence.

## Freedom of Information and publication scheme (item 2)

1. The final minutes will be made available on the NICE website subject to the redaction of exempt material in item 7.2.

## Declarations of interest (item 3)

1. The previously declared interests were noted. There were no conflicts of interest relevant to the meeting.

## Notes of the previous meeting (item 4)

1. The minutes of the meeting held on 15 October 2019 were agreed subject to the following amendment:

**End-of-life criteria for histology-independent cancer drugs**

(para 18) – second sentence to read “the difficulties in applying an end-of-life criteria due to the heterogeneity of the patient population and the limited evidence base.”

(para 19) – second sentence to read “committees should not apply the end-of-life criteria as they stand but be encouraged to explore other flexibilities available to it.”

(para 20) – second sentence to read – ‘NICE should develop a statement outlining the reason why the end-of-life protocol as it stands could not be applied in the appraisal of histology-independent drugs.”

## Matters arising (item 5)

1. The actions from the meeting held on 15 October 2019 were noted as complete or in hand.
2. **Capacity expansion for guidance on medical technologies, diagnostics and digital health technologies** – Meindert Boysen stated that it may be difficult to recruit to ‘generic’ jobs roles. SMT confirmed that initial recruitment would be to a programme but that job adverts should be written with suitable flexibility so that roles can be moved within a centre or to another directorate or project, as NICE’s resources required.
3. **End-of-life criteria for histology-independent cancer drugs** – SMT referred to last week’s discussion of the difficulties in applying the end-of-life criteria to histology-independent cancer drugs, and the challenges this presents for both the committee and discussions with NHS England. Meindert Boysen said that a briefing note will be prepared for the committee, anticipating that a solution was likely to be reached based on the CDF protocol.
4. **EU Exit** - Ben Bennett has raised a query with the travel insurance brokers and will report back to SMT.

**ACTION: BB**

1. **Christmas holidays 2019** – Following inquiries with the HR and Facilities teams, SMT agreed to close the offices on 27 December 2019 and designate it as an additional annual leave day.

**ACTION: BB**

**Board meetings (item 6)**

1. **October strategy meeting -** Andrew Dillon thanked everyone for their contributions at the board strategy meeting. A summary of the principle outcomes was produced by Andrew including the actions to be taken forward.
2. Gill Leng mentioned that the video being produced will help to give people a clearer picture of what Connect is going to look like (actions 3 & 11). It was agreed that early manifestation of the nature and the benefit of the change was important to document and to continually review to check it was still aligned to the vision, and to support the business case and any potential funding bids.
3. The identification of metrics (action 5) will be progressed once the Transformation Director is in post (his start date is January 2020).
4. SMT noted that the proposed new director role to manage evidence and data analytics was now in the public domain (action 6). Gill Leng agreed to prepare a job description and person specification for SMT review and comment. The staff likely to be affected by the new role were also going to be contacted and spoken to.

**ACTION: GL**

1. Paul Chrisp advised that he will be sharing his draft guidelines strategy paper with the CfG senior management team and with other key directors (actions 7 & 8). This will now be considered at the morning session of the November board meeting. Paul will also be meeting with Judith Richardson and Eric Power for their input.
2. SMT discussed the funding of NICE Connect (actions 9 & 10). Andrew Dillon and Gill Leng agreed, in pursuit of the Board’s request to explore all potential external sources, to raise the issue with selected agencies and groups.

**ACTION: AD/GL**

1. It was acknowledged that competing for funding and writing bids required a specific skill set which was different from liaising with the DHSC finance team over G-I-A payments. SMT considered whether these skills were available within NICE and whether other ALBs had hired experts to assist them. Paul Chrisp advised that he was due to meet with the MRHA’s director of transformation and that he would raise the matter then and invite Hilary Baker to also attend.

**ACTION: PC**

1. Gill Leng agreed to ask Hilary Baker to include a paragraph of explanatory text against each of the board actions so that the summary could be shared with the NEDs at the next Board meeting. SMT were asked to let Hilary have a note of any other potential funding sources.

**ACTION: GL/HB/DC**

1. **November public board meeting** - SMT reviewed the draft agenda for the 20 November public board meeting. Paul Chrisp added an additional item to the morning session - NICE guidelines programme scope and maintenance: vision and strategy.

**ACTION: ER**

1. As the meeting was being held at Great Ormond Street hospital, Gill Leng agreed to ask Jane Moore to say something in her implementation presentation about the guidance NICE has published on children’s health.

**ACTION: GL**

## Finance and resources report (item 7.1)

1. Ben Bennett presented the financial position at 30 September 2019 and the forecast outturn for 2019/20. Ben explained the prudent approach taken on some of the income and non-pay budget lines. SMT noted the good progress with TA and HST income recovery and requested future SMT (only) finance reports include a graph showing the future projection of income. SMT also requested a different approach to displaying the income and expenditure position for SAR in future reports.

**ACTION: BB**

1. SMT noted the report.

## NICE Scientific Advice report on META tool progress and future funding (item 7.2)

1. Jeanette Kusel sought SMT approval to utilise £16,500 from NICE Scientific Advice reserves to cover the META tool hosting/maintenance costs until the end of March 2020, penetration testing and a mandatory accessibility audit. At the same time a full strategic review of the META tool is underway to assess its future viability.
2. SMT approved the additional expenditure from reserves and requested sight of the strategic review report by January 2020.

**ACTION: NC/JK**

## NICE Evidence Search Student Champion Scheme (SCS): programme update (item 7.3)

1. Anne Weist and Nick Baillie joined the meeting to update SMT on the progress of the student champion scheme, its take-up and results from external evaluation. SMT discussed the plans for future expansion into more online webinar resources rather than traditional classroom settings, and how to engage with social work schools.
2. SMT noted the success of the scheme and supported the planned direction of travel to explore webinar services with the most engaged medical and pharmacy schools initially.

## Prof Mike Richard’s review of adult screening services in England (item 7.4)

1. SMT noted Mike Richard’s recently published review of adult screening services in England which is likely to have implications for NICE. Paul Chrisp will prepare a report for SMT to consider at a near future meeting.

**ACTION: PC**

**EU Exit (item 8)**

1. No further developments to discuss. The message from the DHSC was to continue as at present and not to do anything differently.

## NICE Connect project (item 9)

1. Nothing further to update.

## London office move (item 10)

1. SMT visited the site of the new office prior to the meeting.

## Chair and Chief Executive appointments (item 11)

1. Nothing further to report.

## Weekly staff SMT updates (item 12)

1. SMT agreed the staff updates.

**ACTION: ER**

## Other business (item 13)

**Flu jabs**

1. The Health and Wellbeing Group had asked SMT members to champion the flu jabs – including taking a selfie having the vaccination and sending it to Sarah Action.

**ACTION: All**

1. The meeting closed at 12:25pm.