**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 10 December 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 (for part)

Alexia Tonnel Director – Evidence Resources

## In attendance

Jenniffer Prescott Associate Director – Planning and Operations (for item 6.4)

Sheela Upadhyaya Associate Director – Highly Specialised Technologies (for item 6.4)

Elaine Repton Corporate Governance & Risk Manager (minutes)

## Apologies (item 1)

1. None.

## 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 any exempt material.

## Declarations of interest (item 3)

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

## Minutes of the previous meeting (item 4)

1. The minutes of the meeting held on 3 December 2019 were agreed as a correct record.

## Matters arising (item 5)

1. The actions from the meeting held on 3 December 2019 were noted as complete or in hand. The following items were raised:
2. **Medicines and technologies programme product review** - Gill Leng advised that following the decision to retire some products, Eric Power was liaising with NHSE/I to ensure that stakeholders are given sufficient notice.
3. Andrew Dillon noted that the various impact reports being maintained had three different, but similar names, and asked whether this could also be looked at.

**ACTION: EP/GL**

## Finances and resources report (item 6.1)

1. Ben Bennett presented a first draft of the budget assumptions for 2020/21, ahead of business plans being presented to SMT and the Board, and an update on the 2019/20 financial position as at 30 November 2019. The paper set out sources and application of funds, the savings made through budget reductions, changes to non-GIA income and proposals for development priorities.
2. The SMT considered and provisionally agreed the proposals, subject to final confirmation of funding sources and a final review of development priorities.

**ACTION: BB/MD**

1. It was agreed that Directors should ensure that Martin has a list of any funding priorities not currently included in the budget proposal. Unfunded priorities should be included in the next update on budget setting.

**ACTION: SMT/MD**

1. The month 8 financial position and forecast outturn was noted and the SMT recorded its thanks to Martin Davison for his work on the budget.

**Communications directorate: New brand and marketing communications team (item 6.2)**

1. Jane Gizbert sought SMT approval to establish a new brand and marketing team within the Communications Directorate to promote the work of NICE, the NICE brand and commercial activities, freeing up the other teams to concentrate on their specialist areas. The proposal involved establishing 3 new posts and moving 5 existing posts from the external communications team, to form the new team. A recurring cost of £193k was required to fund the new posts and a £50k non-pay budget for external design software and work, which has been included in the directorate’s business plan submission for 2020/21. If approved, the team will be operational from April 2020.
2. SMT discussed the rationale for the investment in brand and marketing rather than enhancing stakeholder communications, PQs, media relations and public affairs, where current pressures are evident. Jane advised that moving some functions, such as branding, newsletters and events out of the external communications team will allow the other teams to better support the business in these areas.
3. SMT asked about the staff reactions to the proposals and it was noted that a Freedom to Speak Up Guardian has been contacted by one member of staff. Jane advised that she has offered to meet with the individual concerned. She also confirmed that all staff have been informed of the restructure and Unison are supportive. The HR team have confirmed that a management of change exercise is not required as there are no redundancies and the duties of the existing posts that are moving into the new team will not change.
4. The additional communications support that will be required for NICE Connect was acknowledged as being required to promote guideline changes, user insight and changes to the website. Jane confirmed that creating capacity with the extra roles will enhance the directorate’s ability to be pro-active in supporting NICE Connect.
5. SMT supported the re-structure proposals.

**ACTION: JG**

**Abdominal Aortic Aneurysm (AAA) guideline (item 6.3)**

1. Paul Chrisp updated SMT on the latest position following a further discussion with the AAA guideline committee chair and sought SMT approval for a report to the Board.
2. It was agreed that all reasonable efforts had been made with the Guideline Committee in order to achieve a satisfactory response to the Board’s concerns. The changes that the Committee had agreed to make to its recommendations had been helpful but were not a sufficient response to the nature and extent of the stakeholder response to consultation. It was therefore agreed that a revised form of words for the recommendations on the use of open and endoscopic approaches to AAA, should be put to the Board and that subject to the Board’s agreement, these changes should be published for consultation in January, alongside an explanation of why the changes had been made.
3. SMT discussed the proposed revisions to the text of the recommendations concerned. It was agreed the final wording should be approved by Andrew Dillon and Gill Leng before being shared with the Board.

**ACTION: PC**

**CHTE topic selection processes – proposals for change (item 6.4)**

1. Meindert Boysen gave an update on the proposals to align the various topic selection approaches in CHTE with the aim of developing one singular modular manual which, if approved, will be subject to a six week public consultation starting in January 2020.
2. SMT discussed the draft board report for presentation at the December Board strategy meeting and agreed with the objectives and the need to subject the proposals to public consultation.
3. SMT concluded that further work to simplify and improve the presentation of the consultation would be helpful before taking the paper to the Board.

**ACTION: MB/JP/SU**

1. SMT also discussed progress with the review of the routing criteria for the HST programme which it is proposed to deal with separately from topic selection. It was agreed that a meeting of the DHSC, NHS England, with Andrew Dillon and Meindert Boysen would be helpful in resolving some of the current challenges and moving the discussion forward to a rapid conclusion.

**ACTION: MB/AD**

1. For the Board strategy meeting in December it was agreed to have a high level presentation outlining the topic selection proposals using slides, with a revised written report being presented at the morning session of the January public Board meeting.

**ACTION: MB/DC**

**Guideline committee chair appointment (item 6.5)**

1. Paul Chrisp sought approval to appoint John Primrose to the position of chair of the NICE guideline committee on Barrett’s oesophagus: ablative therapy. John is a Professor of Surgery at the University of Southampton with an interest in translational research in gastrointestinal cancers. He has previously chaired a NICE guideline on pancreatic cancer in adults. None of his declared interests were specific to Barrett’s or upper GI cancers.
2. John Primrose’s appointment was supported.

## EU exit (item 7)

1. Nothing to update.

## NICE Connect project (item 8)

1. SMT’s ‘time-out’ session on NICE Connect was taking place on 12 December.

## London office move (item 9)

1. Andrew Dillon referred to a paper circulated on email by Catherine Wilkinson relating to decisions to be made about floor space and joint working arrangements with the CQC to manage the shared services for reception, hospitality and facilities. It was agreed that the paper should be included on next week’s SMT agenda for discussion.

**ACTION: BB/CW/DC**

## Chair and Chief Executive appointments (item 10)

1. The NICE Board was awaiting notification from the DHSC of the appointment of a new chair, so that the individual can be part of the recruitment process for the chief executive.

## Weekly staff SMT updates (item 11)

1. SMT agreed the staff updates.

ACTION: ER

## Other business (item 12)

1. **Unison request** – The HR team had received a request from Unison to host a play in NICE’s offices, the aim of which is to raise awareness of anti-Semitism, the holocaust and associated conspiracy theories. SMT considered whether the request was reasonable in light of NICE’s purpose, its remit, and whether any concerns related to this matter had been raised by staff. After careful consideration it was agreed that it was not appropriate for NICE to host an event of this nature.

ACTION: BB

The meeting closed at 1:50pm.