**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 17 December 2019

## Present

Andrew Dillon Chief Executive

Meindert Boysen Director – Centre for Health Technology Evaluation (part of meeting)

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Gill Leng Director – Health and Social Care

Alexia Tonnel Director – Evidence Resources

## In attendance

David Coombs Associate Director – Corporate Office (minutes)

Mirella Marlow Programme Director and Deputy Centre for Health Technology Evaluation Director (part of meeting)

Catherine Wilkinson Deputy Business Planning and Resources Director

## Apologies (item 1)

1. Apologies were received from Ben Bennett who was represented by Catherine Wilkinson. Meindert Boysen arrived for the final agenda items and was represented by Mirella Marlow until then.

## 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.

## Notes of the previous meeting (item 4)

1. The minutes of the meeting held on 10 December 2019 were agreed as a correct record, subject to an amendment to paragraph 13 to clarify the functions that will move out of the external communications team.

## Matters arising (item 5)

1. The actions from the meeting held on 10 December 2019 were noted as complete or in hand.

## Board meetings (item 6)

1. SMT noted the agenda, papers and arrangements for the Board Strategy meeting on 18 December.
2. The agenda items for the January Board meetings were noted.

## Business objectives 2020/21 (item 7.1)

1. Andrew Dillon presented the draft business objectives for 2020/21, which had been prepared using the draft centre and directorate plans. He asked SMT for material comments and additions, and highlighted a proposed amendment to the first strategic ambition.
2. SMT reviewed the draft objectives and identified a number of amendments to these. SMT supported the proposed amendment to the first strategic ambition and agreed the second ambition should refer to guidance and advice (in line with the first ambition). It was agreed that a revised word version of the business objectives would be circulated to SMT members to edit in line with the SMT discussion. Andrew asked that any subsequent material amendments come back to SMT for review. It was agreed that Gill Leng would review the presentation and consider whether the objectives could be grouped in a more logical order under each strategic ambition.

ACTION: DC/SMT/GL

## NHS England Consultation on the proposals for the MedTech Funding Mandate policy (item 7.2)

1. Mirella Marlow presented the paper that outlined the main proposals in NHS England’s (NHSE) consultation on the MedTech Funding Mandate Policy, and NICE’s proposed response. Although welcoming the mandate in principle, Mirella highlighted the concerns about the proposals, which could potentially reduce the impact and uptake of NICE’s medical technologies and diagnostics guidance.
2. SMT reviewed the proposals and the concerns set out in the paper. SMT reflected on the qualifying criteria and queried how many products would in practice be eligible for the mandate. It was suggested that requiring technologies to deliver cost savings within the first three years rather than the first year may be more appropriate as it would reflect that technologies with significant benefit to patients or the system can take longer than 12 months to implement given the upfront investment and service redesign. SMT also discussed the proposal to apply a budget impact test, and suggested NHSE instead address this issue by requiring a higher degree of certainty around the level of savings when the cost is over a set level.
3. SMT discussed the implications for NICE’s diagnostics and medical technologies programmes, in particular that the proposals could disincentivise adoption of NICE recommended technologies that are not subject to the mandate. In addition, SMT discussed the proposed requirement for products to have been recommended in NICE guidance by 30 June the previous year to qualify for the mandate. While SMT noted the need for a manageable process that ties into the business planning timetable, it was felt that a later cut-off in the financial year would help facilitate the quicker take-up of innovative products as currently the proposals could lead to a lag of two years between NICE guidance and inclusion in the mandate.
4. It was agreed that Mirella Marlow and Meindert Boysen would liaise with Andrew Dillon to finalise and sign-off NICE’s response to NHSE, reflecting the points made in SMT’s discussion. It was noted that Sam Roberts, Accelerated Access Collaborative Chief Executive, is attending SMT in January which will provide an opportunity to discuss the proposals further, and also the approach for NICE and NHSE’s interaction on future consultations.

ACTION: MM/MB/AD

## NICE Connect project (item 9)

1. Gill Leng noted the positive SMT ‘time-out’ session last week and stated that planning is underway for an event with approximately 25 staff in January that will consider the priorities for taking forward the NICE Connect vision.

## London office move (item 10)

1. Catherine Wilkinson presented the paper that summarised the arrangements agreed by the joint project board for the provision of facilities and events functions in the new London office. Drawing on the teams’ respective skills and experience it is proposed that NICE provides an events function and the CQC provides a facilities function. The teams would work together for the first year, while the two organisations jointly review the arrangements and decide upon a permanent structure and service model. It is not envisaged that a management of change exercise is required at the outset as the job descriptions have sufficient flexibility to support the proposed working arrangements. However, such exercise will likely be required to fully integrate the teams after the first year, with potentially TUPE transfer of staff to or from NICE.
2. Catherine stated that the proposal for NICE to manage the conference suite carries a small financial risk, but seeks to ensure NICE has access to the facilities required for committee meetings and fee for service activities.
3. SMT noted the proposals and highlighted the importance of ensuring clarity on roles, responsibilities and reporting lines in the initial 12 month period. Andrew Dillon asked that SMT are kept updated on progress with this aspect of the move preparations and any other issues of note, including the planning for the provision of IT helpdesk support.

ACTION: CW/AT

## Chair and Chief Executive appointments (item 11)

1. Andrew Dillon noted that the Ministerial decision on the chair appointment is awaited following the general election, which will then provide clarity on the timescale for the chief executive recruitment.

## Weekly staff SMT updates (item 12)

1. SMT agreed the staff updates.

ACTION: DC

## *Meindert Boysen joined the meeting and Mirella Marlow left*

## EU exit (item 8)

1. Meindert Boysen briefed SMT on the EU exit meeting at the Department of Health and Social Care (DHSC) earlier that day. He noted that DHSC are standing down ‘no deal’ preparations as the withdrawal agreement is expected to pass following last week’s general election. Planning will instead focus on the end of the transitional period on 31 December 2020. It is anticipated there will be more clarity on the mandate for the trade negotiations in the Spring.

## Other business (item 13)

1. Andrew Dillon highlighted the plan to hold sessions in the new year in which staff can share ideas for how NICE could further support the sustainability agenda.
2. Andrew advised SMT that he has agreed Ben Bennett can take special leave for a three month period starting on 1 January 2020. In accordance with the standard arrangements for covering directors’ absence for periods of more than four weeks, Catherine Wilkinson will be appointed as Acting Director of Business Planning and Resources. Andrew stated that he would bring a paper to the part 2 Board Strategy meeting tomorrow on this issue, and noted that Catherine will be looking at the subsequent backfill arrangements required to ensure the Business Planning and Resources Directorate can deliver its routine activities and contribute to the strategic transformation programme.