

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

## **Senior Management Team**

### **Minutes of the meeting held on 4 April 2017**

#### **Present**

Andrew Dillon	Chief Executive (from item 5)
Gill Leng	Director – Health and Social Care
Ben Bennett	Director – Business Planning and Resources
Mark Baker	Director – Centre for Guidelines
Jane Gizbert	Director – Communications

#### **In attendance**

Julian Lewis	Governance Manager
Mirella Marlow	Programme Director – Device and Diagnostic Systems
Nick Crabb	Programme Director – Scientific Advice (item 6.1 only)
Elizabeth George	Associate Director – Centre for Health Technology Evaluation (item 6.1 only)
Mark Salmon	Deputy Director – Evidence Resources
Catherine Wilkinson	Associate Director – Finance (item 5.1 only)
Sarah Cumbers	Associate Director – Transforming Guidance Development (item 5.1 only)

#### **Apologies (item 1)**

1. Apologies were received from Carole Longson and Alexia Tonnel who were represented by Mirella Marlow and Mark Salmon.

#### **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.

#### **Notes of the previous meeting (item 3)**

3. The minutes of the meeting held on 28 March 2017 were approved as a correct record.

#### **Matters arising (item 4)**

4. SMT noted that in relation to item 5.1 on the Probation Policy Gill Leng had spoken to Andrew Dillon and sent information to Sarah Acton. All other actions from the meeting held on 28 March 2017 were complete or in hand.

#### **Strategy (item 5)**

5. Ben Bennett updated SMT on progress on implementing recent management of change exercises in support of 2020 budget reduction targets. He advised SMT that NICE was on target to achieve savings targets for 2016-17 with a total of 17 redundancies. He said savings of £3.4m for 2018-19 would need to be released by the end of 2017-18 to remain on target.

6. Andrew Dillon said the actions would need to be taken before the end of the year and sought assurance from SMT that forward planning was on track to achieve the necessary savings outlined in table 7.
7. Mark Baker advised that there may be slippage in savings targets in relation to SCIE due to TUPE and the need to complete guidelines in-house. It was agreed that SMT will receive a briefing on the TUPE issue in due course.

**ACTION: MB**

8. Catherine Wilkinson drew attention to the proposed next steps in paragraphs 25-32 and noted that these were focused on CHTE and Communications. She added that a separate paper would be brought to SMT in the coming months focused on a review of estates management in light of further guidance from the Government Property Unit of revised metrics of 6m<sup>2</sup> per head.
9. Ben Bennett emphasised that the planned activities in CHTE were based on assumptions of increased self-funding and no further reductions in headcounts. He recommended a review of the Management of Change process to increase the efficiency of the implementation of the policy.
10. Gill Leng advised that there would need to be further investment in IT to support guidance development. Sarah Cumbers indicated an updated report on transforming guidance would be brought to a future SMT meeting.
11. Andrew Dillon referred to the new staffing metrics from the GPU and stressed that the need for a good working environment was paramount. He said the GPU staffing metrics should be considered in this context and SMT kept updated of any issues arising.
12. SMT approved the report and the proposed next steps.

**ACTION: BB**

#### **Launch of Science Policy discussion papers (item 6.1)**

13. Andrew Dillon advised SMT that he had discussed the papers with Carole Longson in particular in relation to the positioning of NICE and the intended timelines and audience including the life sciences industry. He said that given the current discussions about the future of NICE's appraisal process, publication now risked creating uncertainty and may not result in the engagement and response we are looking for. In addition, he emphasised the importance of the concepts in the papers being discussed with the Board before being released for wider consideration.
14. Mirella Marlow highlighted the need for clarity in the handling of uncertainty to support patient access to new health technologies including for the future fast track processes. Elizabeth George agreed but noted that this will be more important in the event that we extend the fast track concept to a wider definition of appraisals.
15. SMT agreed that informal discussion, with trusted partners should go ahead.

**ACTION: AD/CL**

### **Risk management (item 6.2)**

16. Deferred until next week.

**ACTION: DC**

### **Non-invasive prenatal testing (item 6.3)**

17. Andrew Dillon referred SMT to correspondence from the Nuffield Council on Bioethics and sought the views of SMT. Mark Baker said he had discussed the matter with NHS England and there was an shared view that NICE should not produce a guideline on bioethics. He advised that relevant issues could be included in the forthcoming update of the antenatal guideline.

18. SMT agreed Mark Baker should draft a response to the letter.

**ACTION: MB**

### **Weekly staff SMT updates (item 7)**

19. SMT agreed the staff updates.

**ACTION: JL**

### **Any other business (item 8)**

20. None.