

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 18 April 2017

#### Present

Andrew Dillon	Chief Executive (items 1 to 5.2, 5.4 and 5.6 only)
Gill Leng	Director – Health and Social Care
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Alexia Tonnel	Director – Evidence Resources
Jane Gizbert	Director – Communications

#### In attendance

Maria Pitan	Project Manager – Corporate Office (minutes)
Mirella Marlow	Programme Director – Device and Diagnostic Systems (items 1 – 5.6 only)
Sarah Cumbers	Associate Director – Transforming Guidance Development (item 5.2 only)
Meindert Boysen	Programme Director – Technology Appraisals, PASLU and HST (item 5.4 only)
Sheela Upadhyaya	Associate Director – HST (item 5.4 only)

#### Apologies (item 1)

1. Apologies were received from Carole Longson and David Coombs who were represented by Mirella Marlow and Maria Pitan respectively.

#### 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 11 April 2017 were approved as a correct record.

#### Matters arising (item 4)

4. SMT reviewed the actions from the meeting held on 11 April 2017. All actions were complete or in hand.

#### Finance and resource report (item 5.1)

5. Ben Bennett presented an overview of the provisional financial position for the year ended 31 March 2017 and an update on recent resourcing issues affecting NICE. Ben advised that the projected under spend is slightly more than expected.
6. Ben reminded SMT to review 2017-18 budget packs by the deadline of 20 April 2017.

**ACTION: All**

7. SMT discussed feedback on the new recruitment system, TRAC, and the appointment of apprentices at NICE. SMT fed back that there were generally positive comments received on the TRAC system with some challenges experienced in the initial stages, however these have since improved. SMT agreed that the apprenticeship programme has worked well and should continue.
8. Gill Leng suggested that awareness of experience should be added to paragraph 21 of the paper to reflect the need to designate apprentice roles according to their level of experience in the workplace. Ben advised that the intention is that there are three tiers for roles offered to apprentices: 1) those working for the first time, 2) those with some work experience and 3) those that can work at graduate-level.
9. Gill Leng asked for further information on Annex U and apprenticeship providers. Ben proposed that a paper clarifying these points be presented at a future meeting.

**ACTION: BB**

10. Andrew Dillon asked about the general morale within teams following the recent management of change activities. SMT noted that the morale within the teams is generally good.

#### **Guidance transformation programme update (item 5.2)**

11. Sarah Cumbers gave an update on the plans to review and link the NICE guidelines manual with the transforming guidance development programme. Sarah advised that the current guidelines manual was not sustainable and a more efficient process was needed. A consultation process to work differently was in progress and Sarah was working closely with the Communications team to achieve this.
12. Sarah advised SMT that different proposals were being considered on how to deal with guidance reviews; to re-scope and develop new recommendations or agree which recommendations need updating before commencing the update.
13. Sarah informed SMT that as part of the review a working group will be established and an external reference group created.
14. Gill Leng agreed the review and update made sense bearing in mind the evolution of international guidance standards. The creation of an external reference group was also a good idea.
15. Andrew Dillon asked what was meant by 'wider recommendations' in paragraph 10. Sarah clarified that this referred to recommendations that were outside the scope of the update.
16. Sarah Cumbers outlined some of the benefits of using the MAGIC App. Sarah added that the MAGIC App was being piloted and commercial conversations were taking place.
17. SMT noted the update and agreed for a demonstration on the MAGIC App to be presented to SMT.

**ACTION: SC**

### **Big data evidence laboratory (item 5.6)**

18. Andrew advised SMT that the paper had been authored by Health Innovation Manchester and it is in the interest of NICE and the Board as the work will require non-recurrent funding. Andrew explained that the original paper presented ways digital technology can be more efficient in how we communicate what we do, the new version is a more general approach to explore digital technology.
19. SMT discussed the implications for funding this project bearing in mind the current financial circumstances.
20. Mirella Marlow mentioned that she will be attending a roundtable discussion on the evaluation of digital technology in July, and suggested that an agenda item on big data could be added.
21. SMT agreed that the project is worthwhile, however the paper needs to be clear on the benefits for NICE and Health Innovation Manchester. It was agreed that Board approval was needed and suggested that the paper should be presented at the May board meeting.
22. Andrew Dillon agreed to update the paper and present it to SMT at a future meeting. Andrew will work closely with Alexia Tonnel, Gill Leng and Carole Longson to update the paper.

**ACTION: AD**

### **Highly specialised technologies programme; methods and process guide (item 5.4)**

23. Andrew Dillon commented that the only substantive changes were incorporating the new QALY based approach to decision making into the process and methods guide, and the budget impact test.
24. Meindert Boysen reminded SMT that the guide had never been consulted on, and stakeholders were promised the opportunity to consult on the guide once updated, and so may argue, if the document is no longer to be described as 'interim' that they will not have had the opportunity to comment and review the mechanics of the HST process.
25. Subject to minor amendments and clarification it was agreed that the guide should be presented to the Board for approval at the May public board meeting.
26. Andrew left the meeting at this point and Gill Leng chaired the remainder of the meeting.

### **Conflicts of interest policy update (items 5.3)**

27. Gill Leng presented a draft version of the slides for the April Board Strategy meeting. The slides presented the key priorities and areas for discussion. Gill mentioned that she plans to go through any feedback received with David Coombs the next day, so the slides are subject to change.
28. SMT provided feedback on the presentation slides and agreed that questions for the Board to consider on each slide should be removed, and information on the handling of interests should be added.

29. Gill Leng agreed to circulate an updated version of the slides. The final version will be presented at the April Board Strategy meeting.

**ACTION: GL**

**May 2017 elections: guidance on conduct (item 5.5)**

30. SMT noted the guidance and considered the implications for NICE activity in response to the local elections as well as the recently announced general election.
31. SMT discussed the possibility of cancelling the NICE conference in May 2017 or removing any controversial content and discussion items from the programme.
32. SMT agreed that clear guidance on how to handle NICE activity during purdah will be communicated to staff in due course. Further discussions on the implications of the local elections will be discussed at the beginning of the Guidance Executive meeting later that day.

**ACTION: JG**

33. Mirella Marlow left the meeting.

**Strategy (item 6)**

34. None.

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

35. SMT agreed the staff updates.

**ACTION: MP**

**Any other business (item 8)**

36. SMT discussed general implications for NICE following the announcement of the May 2017 general election.