

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 8 August 2017

Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Gill Leng	Director – Health and Social Care
Carole Longson	Director – Centre for Health Technology Evaluation

In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Chris Carson	Programme Director – Centre for Guidelines (item 5.2)
John Davidson	Associate Director – External Relations – Communications
Elisabeth George	Associate Director – Technology Appraisals – Centre for Health Technology Evaluation (item 5.4)
Moira Godbert-Laird	Associate Director – Intellectual Property and Content Business Management – Evidence Resources
Elaine Repton	Governance Manager: Risk Assurance

Also present

Yvonne Coghill	NHS England (item 5.1)
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Apologies (item 1)

1. Apologies were received from Jane Gizbert and Alexia Tonnel who were represented by John Davidson and Moira Godbert-Laird 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 1 August 2017 were approved as a correct record subject to a minor correction to paragraph 9.

Matters arising (item 4)

4. All actions from the meeting held on 1 August were noted as complete or in hand.

Workforce race equality standard (WRES) (item 5.1)

5. Andrew Dillon welcomed Yvonne Coghill, Director of the WRES implementation team at NHS England to the meeting. Yvonne delivered a presentation on the background to the WRES, its impact to date, and the plans for the second phase of the WRES. She outlined the performance of London NHS Trusts against the WRES indicators, and the other Department of Health Arm's Length Bodies' (ALBs) engagement with the WRES.
6. SMT thanked Yvonne for the informative and stimulating presentation. It was agreed that NICE should also measure its performance against the WRES

indicators, and provide this data to NHS England to enable benchmarking against the other ALBs. Yvonne would provide the details of the indicators, and an invitation for NICE to participate in the WRES Strategic Advisory Group.

ACTION: YC / BB

7. Andrew Dillon asked Yvonne to review NICE's annual equality report and provide any observations, including issues of note or areas for further action. He asked David Coombs to provide the report to Yvonne.

ACTION: DC / YC

Social care guidelines (item 5.2)

8. Chris Carson presented the update on the plans for the closure of the National Collaborating Centre for Social Care (NCC-SC) and the implications for the staff at the Social Care Institute for Excellence (SCIE) currently engaged on this contract. Chris outlined actions undertaken, and those planned, to address the challenges and risks. This includes bringing forward completion of guidelines currently underway at the NCC-SC and pausing commissioning new topics.
9. Gill Leng expressed concern about the delay in commissioning new social care guidelines, in particular the impact on NICE's reputation with social care stakeholders. Chris explained that overall the impact on NICE's social care guidance output is neutral; whilst two topics will be delayed, the publication of two guidelines will be brought forward. Mark Baker confirmed that additional social care topics could be commissioned in 2018-19 to compensate for this delay.
10. SMT noted the risks arising from the delay in commissioning new social care guidelines. However, on balance the proposed approach was supported as this will provide greater stability and certainty for affected staff by preventing potential multiple management of change exercises. It was agreed to clearly explain to stakeholders the rationale for the proposed approach, the net overall impact in terms of social care guidance production, and confirm NICE's commitment to social care guidance.

ACTION: CC / JD / GL

11. Andrew Dillon will also liaise with SCIE's senior management to highlight NICE's aim of minimising the disruption and uncertainty for staff working on the NCC-SC contract.

ACTION: AD

Risk register (item 5.3)

12. Ben Bennett presented the latest version of the risk register for SMT's review.
13. SMT reflected on the discussion at the Audit and Risk Committee and the request to evaluate risk five, relating to cyber security. It was agreed that the current rating was appropriate, given the current mitigations in place.
14. SMT agreed two new risks should be added to the risk register. The first relates to the potential judicial review of changes to the technology appraisal and highly specialised technologies programmes, and should note the financial and reputational implications should this proceed to a full hearing, and then be upheld.

SMT noted the mitigations in place, and agreed the risk should be rated amber given the limited extent to further mitigate this risk. The second new risk relates to the London office accommodation, taking account of the end of the current lease in 2020 and the impact of Government policy.

ACTION: DC / ER

15. Andrew Dillon referred to risk 17, relating to digital health and informatics, and highlighted an options paper on machine learning has not yet been commissioned. The entry in the risk register should therefore be amended accordingly.

ACTION: DC / ER

Handling uncertainty and risk to support patient access to promising health technologies (item 5.4)

16. SMT reviewed the draft presentation to the Board Strategy meeting on 16 August 2017 that outlines ideas for NICE's methods for technology appraisal, which seek to handle uncertainty and risk to support patient access to promising health technologies.
17. A number of amendments were agreed in order to more clearly set out the proposed changes, their rationale, and the background to this issue. The reason for engaging the Board at this stage should also be clearly explained. If possible, a recent technology appraisal should be used as a case study. It was agreed that the amended slides should be circulated to the Board prior to the meeting.

ACTION: EG / CL

The case for exploring the use of artificial intelligence (AI) at NICE (item 5.5)

18. It was agreed to defer consideration of this item to 22 August 2017.

Strategy (item 6)

19. None.

Weekly staff SMT updates (item 7)

20. SMT agreed the staff updates.

ACTION: DC

Any other business (item 8)

21. Gill Leng highlighted the response to the consultation on NICE's new draft policy on declaring and managing interests for committee members and asked SMT whether further actions are required to promote the consultation. It was agreed to highlight the consultation to the current advisory committee chairs and members. Also to consider the scope to further promote the consultation with stakeholders such as the Royal Colleges.

ACTION: DC / GL / JD