

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 9 May 2017

#### Present

Andrew Dillon	Chief Executive
Ben Bennett	Director – Business Planning and Resources
Gill Leng	Director – Health and Social Care
Carole Longson	Director – Centre for Health Technology Evaluation
Alexia Tonnel	Director – Evidence Resources

#### In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Moya Alcock	Associate Director – Corporate Communications (Deputy Communications Director)
Christine Carson	Programme Director – Centre for Guidelines (Deputy Centre Director)
Nick Crabb	Programme Director – Centre for Health Technology Evaluation (item 5.5)
Fiona Glen	Programme Director – Centre for Guidelines (item 5.3)
Johanna Hulme	Associate Director – Medicines Evidence and Advice – Health and Social Care (item 5.3)
Deborah Lee	Business and Operations Manager – NICE Scientific Advice (item 5.5)
Leeza Osipenko	Associate Director – NICE Scientific Advice (item 5.5)
Jennifer Prescott	Associate Director – Planning and Operations – Centre for Health Technology Evaluation (item 5.4)
Catherine Wilkinson	Associate Director – Finance and Facilities (item 5.5)

#### Also present

Brian Ng	Grant Thornton (item 5.5)
Rhiannon Williams	Grant Thornton (item 5.5)

#### Apologies (item 1)

1. Apologies were received from Mark Baker and Jane Gizbert who were represented by Chris Carson and Moya Alcock 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 2 May 2017 were approved as a correct record.

#### Matters arising (item 4)

4. It was noted that the actions from the meeting held on 2 May 2017 were complete or in hand.

5. Andrew Dillon confirmed that the advice on the discretion it is reasonable to exercise in the application of the end of life treatments protocol had been produced and circulated to the technology appraisal committee chairs in line with the discussion at last week's SMT meeting. Due to the election purdah period, he would brief the Board on this at the morning session of next week's Board meeting rather than the public meeting in the afternoon.

#### **SMT away-day (item 5.1)**

6. SMT discussed the arrangements for the SMT away-day on 22 and 23 May 2017. Andrew Dillon outlined the proposal to structure the discussions on three topics: opportunities and challenges arising from Brexit; digital opportunities; and immediate challenges, including the financial strategy should it not be possible to recover the costs of the technology appraisal and highly specialised technologies programmes from industry. There would also be an opportunity to reflect on the recent management of change exercises.

#### **2017-18 risks (item 5.2)**

7. Andrew Dillon presented the risks identified by each SMT member, noting that the medium and high risks are due to be considered by the Board next week.
8. SMT reviewed the four high (red) risks that had been identified, two of which related to the guidelines programme, and two the technology appraisal programme. SMT agreed the grading of the technology appraisal risks.
9. SMT discussed the two red risks from the Centre for Guidelines. In relation to the capacity of the guidelines programme, it was agreed that a series of actions can be taken to manage the risk, which would enable the programme to operate within the available resources. The risk should therefore be rated medium (amber) this year, with the aim of reducing further to low (green) next year. Chris Carson explained that the grading for the second risk reflects the upcoming potential challenges and uncertainty around TUPE obligations, arising from the change in responsibility for producing social care guidelines. SMT briefly discussed this matter, noting the work in progress to manage this issue. In light of these actions, it was agreed the risk should be rated medium. Andrew Dillon asked to receive the legal advice received on the TUPE obligations, and that a briefing is brought to SMT.

**ACTION: CC/MB**

10. SMT agreed there were no significant omissions in terms of the risks that had been identified. There was though some duplication, and several risks could be consolidated. The scope to review and refine the entries in the risk register was also noted – in particular to ensure the risks clearly specify the cause, event and effect. It was agreed that the entries from each Centre and Directorate should be standardised where possible.
11. Subject to the above amendments, SMT agreed the risks for presentation to the Board.

**ACTION: AD/DC**

12. It was noted that the risk register would be a more dynamic document than previously, and directors would therefore be asked to update the register on a regular basis and prior to the next Audit and Risk Committee in June.

### **NICE Scientific Advice (item 5.5)**

13. SMT welcomed Rhiannon Williams and Brian Ng to the meeting, who presented a summary of Grant Thornton's evaluation of alternative delivery structures for NICE Scientific Advice (NSA). Three options were reviewed, and the recommended option is that NSA continues as a division within NICE, but with greater autonomy – option 2.
14. SMT discussed the analysis undertaken by Grant Thornton, and broadly supported the recommended option for presentation to the Board. It was agreed that the extent of the further flexibilities in the application of agenda for change terms and conditions should be clarified, together with the rationale for adopting these solely for NSA rather than wider NICE staff. SMT agreed that NSA should retain a commitment to provide scientific advice to non-commercial organisations, including in circumstances where the full costs are not recovered.
15. As part of the next steps, Rhiannon Williams proposed that a market analysis is undertaken to further explore the size and scope of the potential demand for NSA's services. Leeza Osipenko confirmed that NSA's retained reserves could be used to fund such further analysis.

**ACTION: CL**

### **Interim process guide for antimicrobial prescribing guidelines (item 5.3)**

16. Fiona Glen presented the interim process guide for the development of antimicrobial prescribing guidelines. She noted this largely follows 'developing NICE guidelines: the manual'. The exceptions, and the rationale for these, were outlined in the covering paper.
17. SMT discussed the risks arising from the deviations from the guidelines manual, and the mitigating actions. In relation to economic modelling, Carole Longson highlighted that whilst cost utility analysis will not be undertaken, there will be a cost consequence analysis.
18. SMT agreed the publication of the interim process guide for the antimicrobial prescribing guidelines. Consideration should also be given to the appropriate point and process to review the interim status of the process guide.

**ACTION: MB**

19. Ben Bennett highlighted the importance of ensuring appropriate due diligence is undertaken and procurement procedures are followed, prior to entering into a commitment to utilise MagicApp. It was agreed that SMT would discuss the pilot further at next week's meeting.

**ACTION: DC (to agenda)**

### **Managing capacity in the technology appraisal (TA) programme (item 5.4)**

20. Following the paper presented to last week's meeting, SMT discussed further potential actions for enabling the TA programme to respond to the substantial increased demand for TA guidance in 2017 and beyond. Jenniffer Prescott and Carole Longson briefed SMT on their separate discussions with NICE's sponsor team at the Department of Health (DH) on this issue since the last SMT.

21. It was agreed that a paper should be produced to inform a further discussion with NICE's senior sponsor. This should set out and appraise the options for addressing this issue, including the actions that NICE could take to absorb an increased number of topics in the TA programme within existing resources. Given the cost implications for the DH and wider NHS of an increased number of technology appraisals, it was agreed not to undertake the internally focused actions to expand the TA work programme until this discussion with the DH has taken place. Carole Longson should also brief the Board on this issue at next week's meeting.

**ACTION: CL**

**Strategy (item 6)**

22. None.

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

23. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 8)**

24. Chris Carson asked whether the election purdah restrictions would affect the forthcoming launch of the updated BNF app. Andrew Dillon confirmed the launch could proceed.