

# NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

## Senior Management Team

### Minutes of the meeting held on 7 November 2017

#### Present

Andrew Dillon	Chief Executive
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Communications
Gill Leng	Director – Health and Social Care
Alexia Tonnel	Director – Evidence Resources (items 1 to 5.1 inclusive)

#### In attendance

David Coombs	Associate Director – Corporate Office (minutes)
Sarah Cumbers	Associate Director – Guidance Transformation (items 5.1 and 6)
Danielle Foley	External Communications Manager (item 5.2)
Mirella Marlow	Programme Director and Deputy Centre for Health Technology Evaluation Director
Mark Salmon	Programme Director and Deputy Evidence Resources Director
Catherine Wilkinson	Associate Director – Finance and Estates (item 6)

#### Apologies (item 1)

1. Apologies were received from Carole Longson who was represented by Mirella Marlow. Alexia Tonnel left the meeting after item 5.1 and was represented by 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 31 October 2017 were approved.

#### Matters arising (item 4)

4. The actions from the meeting held on 31 October were noted as complete or in hand.
5. Andrew Dillon updated SMT on discussions with the Department of Health (DH) about transitional funding to mitigate the financial shortfall arising from the revised timescale for introducing charging for the technology appraisal (TA) and highly specialised technologies (HST) programmes. In light of this financial pressure the DH may delay referrals to the TA and quality standards programmes. Andrew Dillon asked Mirella Marlow and Gill Leng to provide further information on the impact to these programmes of any such delay.

**ACTION: GL / MM**

### **Structured content (item 5.1)**

6. Sarah Cumbers presented the update on the structured guidance authoring project, following the evaluation of MAGICapp as a tool for enabling structured content at NICE. Since the last update to SMT in the summer, market analysis has confirmed, on the basis of technical functionality and specialist expertise, that it is a reasonable assumption MAGICapp is the only supplier of the structured content software services required by NICE. An agreement allowing NICE to use MAGICapp for a one year period as a hosted service has been negotiated, and will be signed shortly.
7. Sarah noted the multidisciplinary working during the discovery work, and the progress made. This has highlighted however the additional resources required for transformation activity compared to producing guidance under established processes.
8. SMT discussed the report and the project to date. SMT members noted the risks inherent in IT projects, and those specific to this project. SMT noted the actions to mitigate these risks, and also discussed the risks of not proceeding with structured content. Taking these factors into account, SMT supported the proposed one year investment.
9. SMT discussed the potential options at the end of the one year licence. It was agreed that given the market assessment, a tender exercise would unlikely be successful. Therefore options for an alternative relationship with MAGICapp should be explored, which may provide greater opportunity to collaborate on the future functionality of the software and provide greater safeguards over its long-term availability.
10. SMT agreed that any decision on the long-term approach to structured content should be made sufficiently in advance of the end of the one year licence, with a clear understanding of the risks of the options. It was therefore agreed that a paper should be brought to SMT in six months, reflecting on the experience of MAGICapp to date, and the further information that is required to enable a decision to be taken on the longer-term approach to structured content. This report should clearly set out the risks arising from the various options, and the nature of any outstanding uncertainty. Discussions should also continue with MAGICapp over the changes to the software, and the organisational status of its owner, that would facilitate a longer term collaborative relationship.

**ACTION: SC**

11. Andrew Dillon referred to the information in appendix 2 of the paper regarding the input of the publishing, antimicrobial prescribing, and methods and economics teams in the structured guidance project to date. He stated that the affected Directors must clearly understand any expected contribution, and be satisfied this can be met within the available resources.

### **NICE conference 2018 (item 5.2)**

12. Danielle Foley presented the first draft of the programme for the NICE annual conference in June 2018, which as previously agreed, will be a one day event, focused on healthcare.
13. SMT reviewed the draft programme, and supported the conference theme and broad structure. The themes for the three streams were agreed, subject to further

refining of the titles, in particular for stream 2. SMT agreed a number of amendments to the individual sessions, both in terms of content and proposed speakers. NICE Directors and senior managers were identified to help finalise specific sessions. Subject to these amendments, SMT agreed the next steps outlined in the report to finalise the programme, issue invitations to speakers, and commence marketing the event.

**ACTION: DM**

14. Gill Leng noted the previously agreed healthcare focus and asked that the conference publicity explains the other activities proposed to engage with social care stakeholders.

**ACTION: DM**

### **Strategy (item 6)**

15. Catherine Wilkinson presented the update on the delivery of the NICE 2020 savings programme, highlighting the progress to date and the risks to the delivery of the planned savings in 2018-19 and 2019-20.
16. SMT reviewed the 'RAG' rating of the planned savings, noting that the greatest area of risk is the recovery of the costs of the TA and HST programmes. This issue, and the mitigating actions, have been extensively discussed by SMT.
17. SMT discussed the other main area of risk – the decommissioning of guideline development slots. Mark Baker explained the nature of the risk and indicated that the majority of the planned savings should be realised. It is likely that any shortfall could be met from underspend in the Centre for Guidelines.
18. SMT noted the report and agreed that updates on the 2020 programme could in future form part of the bi-monthly finance updates. An update on planned savings should also be provided to the December Board Strategy meeting.

**ACTION: BB / CW**

19. Given the progress in delivering the 2020 programme it was agreed that strategy could be removed as a standing item from the SMT agenda, and the first meeting each month will revert to a standard SMT meeting.

**ACTION: DC**

### **Business planning (item 7)**

20. SMT noted the draft priorities from the DH which are to be reflected in NICE's business plan. SMT confirmed the timescale for developing the business plan and it was agreed Ben Bennett would advise the sponsorship team that a draft business plan will be available in January, with an update on the financial plan provided in mid-December.

**ACTION: BB**

### **Weekly staff SMT updates (item 8)**

21. SMT agreed the staff updates.

**Any other business (item 9)**

22. None.

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