

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Senior Management Team

Minutes of the meeting held on 17 October 2017

Present

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| Andrew Dillon | Chief Executive (items 1 - 4) |
| Mark Baker | Director – Centre for Guidelines |
| Ben Bennett | Director – Business Planning and Resources |
| Jane Gizbert | Director – Communications |
| Gill Leng | Director – Health and Social Care |
| Carole Longson | Director – Centre for Health Technology Evaluation |

In attendance

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| David Coombs | Associate Director – Corporate Office (minutes) |
| Paul Chrisp | Programme Director – Health and Social Care (item 6.3) |
| Denise Jarrett | Project Manager – Communications (item 6.4) |
| Mark Salmon | Programme Director and Deputy Evidence Resources Director |
| Catherine Wilkinson | Associate Director – Finance and Facilities (items 6.1 and 6.2) |

Apologies (item 1)

1. Apologies were received from Alexia Tonnel who was represented by Mark Salmon. Andrew Dillon left the meeting after item 4 and Gill Leng chaired the remainder of the meeting.

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 10 October 2017 were approved.

Matters arising (item 4)

4. All actions from the meeting held on 10 October were noted as complete or in hand.
5. Andrew Dillon updated SMT on his recent meetings at the Department of Health (DH). The proposal is to consider introducing charging for the technology appraisal and highly specialised technologies programmes as part of the negotiation of the next Pharmaceutical Price Regulation Scheme (PPRS).
6. SMT discussed the matter further, noting that the outcome of the PPRS negotiations will affect the timescale for NICE receiving this income. Andrew asked SMT for proposals for addressing this interim financial shortfall in 2018-19, and potentially 2019-20, until charging takes effect. This will inform his response to the DH on the impact of the revised timescale for introducing charging.

ACTION: SMT

7. Andrew presented the Government's proposed response to the Accelerated Access Review, which NICE is asked to support. SMT reviewed the proposed

response, noting the implications for NICE. It was agreed that it would be helpful to clarify the reference to early appraisal for products on the accelerated access pathway, and also whether the funding direction will apply to products assessed through the pathway.

ACTION: AD

October Board strategy away-day (item 5)

8. SMT noted the agenda and arrangements for the meeting on 18 October, and that the introductory slides for each session should be shared with the NED facilitating that respective discussion.

ACTION: SMT

Finance and resource report (item 6.1)

9. Ben Bennett presented the report that set out the financial position at 30 September 2017. There continues to be an underspend on the pay budget, largely due to the level of vacancies in the year to date.
10. Carole Longson cited challenges around recruitment, in particular the impact of recruiting internally. Ben stated that Grace Marguerie is examining options to address recruitment challenges as a priority, and proposals will be brought to SMT. He and Catherine Wilkinson highlighted that teams are encouraged to advertise roles externally where possible, and internal advertisement should not be the default position. SMT agreed that it would be helpful to remind staff there is no requirement to advertise roles internally first.

ACTION: CW / BB

11. Carole Longson suggested that it may be appropriate to utilise the underspend to explore the scope for new approaches to data analytics, including artificial intelligence. It was agreed to explore this further following the discussion on data at tomorrow's Board Strategy away-day.
12. Mark Baker stated that analyst roles in the Methods and Economics team account for a third, and not the majority, of the vacancies within the Centre for Guidelines. SMT members also highlighted the scope for improved consistency in the terminology across the tables in future reports.

ACTION: CW

Business planning 2018-19 (item 6.2)

13. Ben Bennett presented the proposed business planning process for 2018-19, and template for the centre and directorate business plans. The approach is consistent with that in previous years.
14. Gill Leng highlighted the importance of periodically refreshing the strategic objectives and ensuring appropriate consideration of new and emerging issues, particularly where these may span multiple centres and directorates. SMT agreed that it may be helpful for Programme Directors to meet to discuss strategic issues and challenges in the spring, to feed into the annual SMT strategy away-day. Gill would discuss this proposal further with Andrew Dillon.

ACTION: GL / AD

15. SMT agreed the business planning process and template for circulation across NICE.

ACTION: CW / DC

Hosting the Guidelines International Network (G-I-N) annual conference (item 6.4)

16. Gill Leng presented the update on the plans for the 2018 G-I-N annual conference, which NICE and SIGN will co-host in Manchester.
17. SMT agreed the event is a good opportunity to showcase NICE's work and supported the proposals in the report to encourage NICE staff to be involved and submit abstracts. It was agreed to increase the limit on the number of staff funded to attend the conference from 15 to 30, due to the minimal travel and subsistence costs arising from the Manchester venue. In addition, further NICE staff could attend if invited and funded by G-I-N. The finance and HR teams should be involved in the arrangements for managing, and funding, NICE staff attendance.

ACTION: DJ

IAPT assessment briefings (item 6.3)

18. Paul Chrisp presented the update on the progress with the development of the IAPT assessment briefings (IABs). Subject to any amendments, the report will be submitted to the November public Board meeting.
19. Paul stated that the arrangements for publishing the IABs are to be discussed with NHS England shortly. SMT considered this issue and supported publishing the IABs on the NICE website given their potential value to commissioners, particularly when a technology does not proceed further in the assessment process. The scope for aligning the format of the IABs with the Health App Briefings (HABs) should be explored. Publishing the IABs is consistent with the approach for the documents produced for NHS England as part of the Commissioning Support Programme.
20. SMT agreed the report for submission to the Board, subject to the addition of the arrangements for publishing the IABs once agreed with NHS England.

ACTION: PC

Strategy (item 7)

21. None.

Weekly staff SMT updates (item 8)

22. SMT agreed the staff updates.

ACTION: DC

Any other business (item 9)

23. Jane Gizbert referred to the discussion at last week's SMT meeting and stated there were over 2000 downloads of the NICE Charter last year, half of which were from outside of the UK.

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