**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 2 June 2020

## Present

Gill Leng Chief Executive

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Judith Richardson Acting Director – Health and Social Care

Alexia Tonnel Director – Evidence Resources

Catherine Wilkinson Acting Director – Business Planning and Resources

## In attendance

Rebecca Albrow Associate Director – Diagnostics Assessment – Centre for Health Technology Evaluation (items 6.2 and 6.3)

Moya Alcock Associate Director and Deputy Communications Director (item 6.5)

David Coombs Associate Director – Corporate Office (minutes)

Nick Crabb Programme Director – Science Advice and Research

Mirella Marlow Programme Director – Centre for Health Technology Evaluation (items 6.2 and 6.3)

Elaine Repton Corporate Governance and Risk Manager (item 6.4)

## Apologies (item 1)

1. None.

## Declarations of interest (item 2)

1. The previously declared interests were noted. There were no conflicts of interest relevant to the meeting.

## Notes of the previous meeting (item 3)

1. The minutes of the meeting held on 26 May 2020 were agreed as a correct record, subject to amending paragraph 20 to clarify that the report to the July Board meeting should provide an update on NICE’s support for the health and care system’s response to the COVID-19 pandemic and collaboration with international partners on COVID-19.

## Matters arising (item 4)

1. The actions from the meeting held on 26 May 2020 were noted as complete or in hand.

## Coronavirus (item 5)

1. SMT confirmed the decision at the gold group to update all relevant corporate policies to reflect the changed working arrangements as a result of COVID-19. Catherine Wilkinson highlighted that Elaine Repton will coordinate this work for the corporate policies overseen by the Business Planning and Resources Directorate. SMT agreed that the standard approval process would apply to these amendments, with any material changes coming to SMT for approval. Minor changes would be approved by the relevant director.

ACTION: CW/AT

1. Paul Chrisp highlighted the revised timescale for updating the interim methods and process guide for rapid guidelines, which would now come to SMT in June.

## Annual report and accounts briefing paper (item 6.1)

1. Catherine Wilkinson presented the briefing paper for the Audit and Risk Committee on the 2019/20 annual accounts, which will be presented to the committee alongside the final draft of the annual report and accounts.
2. SMT noted the paper and supported this for submission to the Audit and Risk Committee. It was agreed that paragraph 28 in the paper should be amended to clarify the reserves held by NICE Scientific Advice.

ACTION: CW

1. Minor changes to the governance section of the annual report were requested, including to clarify NICE’s financial relationship with the independent academic centres and information-providing organisations.

ACTION: DC/ER

1. Meindert Boysen stated that he had received feedback from stakeholders about the current limit on the number of people who could register to observe a committee meeting, and whether this could be increased given over 300 people observed the May public Board meeting. SMT agreed that the scope to increase the number of public observers at committee meetings should be explored now the arrangements have become more established.

ACTION: DC

## Evidence Standards Framework (ESF): Diagnostic testing for SARS-CoV-2 and anti-SARS-CoV-2 antibodies (item 6.2)

1. Mirella Marlow and Rebecca Albrow presented the evidence standards framework (ESF), which seeks to inform and support the collection of the best possible data and evidence while diagnostic tests are developed and validated at speed during the coronavirus pandemic. It is expected that the framework will iterate and develop significantly as evidence and understanding of the use of the tests evolve.
2. SMT reviewed the content of the framework and agreed that it would be helpful to clarify whether a test must proceed through each of the stages, and to include a flow-chart or visual representation of the process. It was agreed that the framework should be reviewed from an information governance perspective to clarify that confidential patient information should not be shared. SMT discussed the final stage in the process – developing the value proposition – and agreed this should be broadened to look at the test’s value rather than simply cost effectiveness. The section on the rationale for the framework should be reviewed with a view to future-proofing against changes in government policy. Subject to these changes, SMT approved the framework for publication.
3. SMT discussed the approach to publishing the framework and engaging stakeholders. It was noted that the team had sought to engage key colleagues in partner organisations, but there had been variable feedback given the fast-moving nature of this work. It was agreed that Meindert Boysen would write to key stakeholders including Dido Harding, Sam Roberts, and the MHRA to highlight the upcoming publication of the framework; note that NICE had sought to engage partners in its development which had to be undertaken at pace; and highlight NICE’s wish to engage with stakeholders on the future iterations. It was agreed that it might be helpful to seek to co-badge future iterations with the MHRA to help extend awareness amongst the target audience.

ACTION: MB

1. This was noted to be NICE’s second evidence standards framework, and it was agreed that if future frameworks are published it would be important to look at harmonising language across these documents.
2. Gill asked Mirella to provide some slides on the framework for her update to the June Board strategy meeting on NICE’s response to the COVID-19 pandemic, and asked Mirella to attend the meeting so the Board could wish Mirella farewell before her retirement.

ACTION: MM

## Proposal for a diagnostics assessment on point of care viral detection tests for SARS-CoV-2 and serology tests for SARS-CoV-2 antibodies (item 6.3)

1. Mirella Marlow and Rebecca Albrow presented the proposal to develop and run an exploratory assessment of the key drivers of cost-effectiveness of tests used in the COVID-19 pandemic, following a request from NHS England. The proposal is to assess ‘use cases’; no named products will be included in the assessment and a hypothetical test based on a target product profile will instead be modelled.
2. Gill Leng highlighted the need to look beyond cost-effectiveness and stated that it may be necessary to broaden the usual reference case in the diagnostics assessment programme (DAP). Rebecca confirmed that the scope and reference case may be wider than the standard reference case in DAP which does not usually include public health and wider societal aspects.
3. SMT queried and challenged the timescale for the work, in particular the time allocated for the scoping process and development of the models. In response, it was confirmed that the work will be completed as quickly as possible, and that the team will work closely with the assessment group throughout the development phase to assess the feasibility of releasing the results of some models/scenarios earlier than others to allow stakeholders to rapidly access the work.
4. SMT supported the proposals subject to ensuring the work is undertaken as quickly as possible and the document is amended to be clear that it looks beyond the cost-effectiveness of the tests to assess their wider value.

ACTION: RA/MM

1. SMT discussed the resourcing for the work and noted this will be undertaken using existing grant-in-aid resources. It was agreed that NHS England and the Department of Health and Social Care (DHSC) should be advised that NICE will fund this work through existing resources, but it may be necessary to defer previously planned activity later in the year if additional resources are not provided. It was agreed that the finance team should track the level of grant-in-aid funding incurred on this work to facilitate these discussions.

ACTION: MM/CW

1. Paul Chrisp stated that he would highlight this work at the next meeting with the national screening committee.

ACTION: PC

## Declarations of interest assurance (item 6.4)

1. Elaine Repton presented the proposed process for providing assurance to SMT that the declarations of interests of the advisory committee members are complete, being kept up to date, and published on NICE’s website in line with the agreed policy. The proposals, and a guide for committee chairs, have been developed in response to the recommendations from last year’s internal audit review.
2. SMT discussed and supported the proposed assurance process. It was agreed that 10% of all committees (standing and topic-related) across centres and directorates would be selected for spot-checking once a year. The spot-checks would look at whether the committee had followed the correct procedures in terms of collating and circulating interests, and whether the declarations by the members of the selected committees were consistent with other publicly available information. It was agreed that Elaine Repton would oversee the process and select the committees for review on a rolling basis. Additional administrative support would be provided from within the Business Planning and Resources Directorate if required. SMT highlighted the scope to utilise Office 365 tools when the software is rolled out more widely.

ACTION: ER

1. SMT reviewed and supported the guide for committee chairs, subject to more clearly outlining where chairs are required to proactively take action.
2. Gill Leng stated that she would highlight the new assurance process and chairs’ guide at a future all staff meeting.

ACTION: GL

## Senior marketing manager (item 6.5)

1. Moya Alcock presented the proposal to disestablish the senior marketing manager role that was created as a fixed term position to lead the development and implementation of a marketing strategy for NICE Scientific Advice (NSA). The post is no longer required following the establishment of a new brand and marketing team which will provide marketing support across the organisation including to NSA. The post-holder was unsuccessful in their application for one of the new permanent roles in this team, however there are short term communication projects where the post-holder could provide support and the proposal is to extend their contract for another 6 months. Catherine Wilkinson highlighted that the proposals have been discussed with, and are supported by, the Associate Director, HR.
2. SMT supported the proposals set out in the paper and noted that if it is not possible to redeploy the post-holder at the end of the fixed term contract they will be made redundant, which creates a liability of approximately £8k.

ACTION: MA

## Board self-assessment (item 6.6)

1. SMT briefly discussed the feedback from Board members in the self-assessment and noted this will be discussed at the June Board Strategy meeting.

## EU exit (item 7)

1. No further update.

## London office move (item 8)

1. No further update.

## Any other business (item 9)

1. Judith Richardson highlighted a request from the DHSC for the Arm’s Length Bodies to provide staff for a number of roles assisting with the COVID-19 response. Jane Gizbert highlighted that Public Health England (PHE) have also requested support for 3 communications roles. SMT agreed that the opportunities at DHSC should be publicised on the ‘marketplace’ with suitable narrative drafted by HR to explain the potential demands in the roles. It was agreed that Jane Gizbert would consider whether the resources requested by PHE could be released.

ACTION: GM/JG