**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 24 January 2023

## Present

Sam Roberts Chief Executive (chair)

Helen Brown Chief People Officer

Mark Chapman Interim Director, Medical Technologies and Digital Evaluation

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Clare Morgan Director, Implementation and Partnerships

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Martin Davison Associate Director, Finance

Jenniffer Prescott Programme Director, TA and HST, CHTE

Phil Hemmings Associate Director, Centre for Guidelines (item 5)

Olivia Waring Senior Medical Editor, Centre for Guidelines (item 5)

Nick Crabb Programme Director, Scientific Affairs – SEA (item 6)

Sophie Cooper Senior Scientific Adviser, Science Policy & Research (item 6)

James Love-Koh Scientific Adviser, Science Policy & Research (item 6)

Alison Liddell Programme Director, DIT Strategy and Governance (item 7)

Ian Saunders Programme Manager, Science, Evidence & Analytics (item 7)

Mark Salmon Programme Director, Science, Evidence & Analytics (item 7)

Ed Murgatroyd Head of Service Delivery, DIT (item 7)

Pall Jonsson Programme Director, Science, Evidence & Analytics (item 8)

Elaine Repton Governance & Risk Manager, Corporate office (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Jonathan Benger, Boryana Stambolova and Helen Knight.

## Declarations of interest (item 2)

1. The previously declared interests were noted. There were no new interests for adding to the register.

## Notes of the previous meetings (item 3.1)

1. The minutes of the meeting held on 10 January 2023 were agreed as a correct record.

**Review of the actions (item 3.2)**

1. The actions were reviewed and the following updates discussed:
2. **All staff event 29 March** – Jane Gizbert confirmed that the DAWN network’s request to have subtitles at the event has been accommodated as far as possible and the network reps have visited the venue and are content. The event will be hybrid and be streamed for those who cannot make it, as well as a video being produced, also with subtitles.
3. **March board agenda** – Sam Roberts has spoken with David Coombs to rationalise the agenda. David will re-circulate it to ET members.
4. **Strategic risks** – The revised risk register was well received at the audit and risk committee. Some minor changes to risk wording were requested.
5. **ET collaboration space** – It was agreed to keep this action open to discuss with David Coombs a central collaboration space for all ET and board documents which are regularly shared for comments.

**ACTION: DC**

1. **Freedom to Speak Up ambassadors** – It was agreed to request an update on progress with recruiting the ambassadors.

**ACTION: ER**

## Forward look – strategic priorities (item 4)

1. ET discussed each director’s priorities to be delivered before 1 April 2023. The following actions were agreed:

* Jonathan Benger to speak to Anastasia Chalkidou, Lori Farrar and Chris Carson about the future proposals for the consultant clinical advisors.
* Sam Roberts to meet with Boryana Stambolova and Martin Davison to discuss the allocation of strategic resources.
* Paul Chrisp and Alexia Tonnel to meet to discuss the requirements of a future product team.
* Jane Gizbert and Mark Chapman to agree timing for the life sciences marketing strategy.

**ACTION: JB/SR/BS/PC/AT/JG/MC**

## Gender inclusive language – approach and style guide (item 5)

1. Phil Hemmings updated ET on the proposed approach and style guide developed for gender-inclusive language at NICE. It was agreed that the NICE editorial style guide will be updated to cover gender-inclusive language. Examples were given where revised wording will be used where the population is broad, additive language should be used if there are varying populations and specific language if specific populations are being discussed in the guidance. It was noted that both the NICE Equality and Diversity Group and NICE and Proud network had been consulted on the proposals and were satisfied.
2. ET was fully supportive of the approach, subject to the NICE style guide being shared with NHS England and NHS Digital to ensure it is aligned with their approach, and also sent to the NICE Sponsor team for information, advising them of the date the new guide will be implemented. Sam Roberts and Paul Chrisp to be copied into the communications sent to partners.

**ACTION: PH**

**Proposals for routine evaluation and payment framework for antimicrobials (item 6)**

1. ET discussed proposals for the routine evaluation of and payment for antimicrobial products, building on the success of two pilot evaluations concluded in 2022. It was proposed that NICE will implement a pragmatic evaluation framework that scores products using criteria derived from the pilot learning and further developed with clinical experts on antimicrobial resistance. The proposals, that use a set of qualitative criteria to determine the value of new products, will be consulted on during spring 2023, with the aim of implementing the new framework later in 2023/24.
2. There was a discussion about how to operationalise the evaluation process based on potentially a small number of products annually, and the committee requirement being a day a month at most. Jenniffer Prescott queried the resourcing of a team and cost recovery, as there was no funding mandate. It was proposed that charging a fee similar to a fast track TA would be reasonable, but those discussions have still to be confirmed.
3. Paul Chrisp referred to the work of the C-19 Invitro Advisory Group chaired by Tessa Lewis and queried whether there were any lessons to be shared to avoid two separate structures and processes. Nick Crabb agreed to speak with Fiona Glen and Tessa, and also to involve Amanda Adler.

**ACTION: NC/FG**

1. ET approved the proposals for the routine evaluation of antimicrobial products, subject to amendments being made to the paper to include: a staff resourcing model; a charging model and also, checking with the legal advisers whether there would be a right of appeal. It was requested that a revised paper come back to ET (or to GE) during the first week of March.

**ACTION: NC/JP**

1. ET agreed to delegate sign off of the final consultation documents to Felix Greaves, Helen Knight and Nick Crabb.

## UK Pharmascan (item 7)

1. ET had previously discussed the history to UK Pharmascan (UKPS) service, and the need for significant investment in the infrastructure due to its age. A further paper was presented setting out a number of strategic options for its long term ownership.
2. There was agreement to investing limited funding to undertaking basic maintenance from 1 April 2023, to support the next 12/18 month period, whilst simultaneously seeking a new owner. Reference was made to the service holding commercially sensitive data which will need to be managed carefully whatever option is taken forward.
3. It was agreed to contact the DHSC and the ABPI to ask if either would be interested in taking over the service, and Ian Saunders was asked to consult with current users to ascertain what they need UKPS for, whether they could use the NIHRIO as an alternative horizon scanning tool, and would they be willing to contribute financially, if UKPS was retained and re-built.

**ACTION: MD/MS/IS**

## Plan for COVID RWE data collection (item 8)

1. Felix Greaves advised ET of an opportunity to work with the London School of Hygiene and Tropical Medicine (LSHTM) through the existing collaboration with OpenSafely (NIHR) to access real world data on COVID variant effectiveness to update NICE guidance. ET approved the request to work with the procurement team to check whether the work can be covered by the existing contract with OpenSafely, or to progress a contract waiver with the LSHTM.
2. Jenniffer Prescott was asked to look at the requirements to account for updates to the MTA, within the TA work programme and speak to Martin Davison about charging for the work. Jane Gizbert was requested to prepare a communication, Felix Greaves’ team will provide the RWE and Paul Chrisp to speak to Fiona Glen about liaising with the Invitro Advisory Group.

**ACTION: FG/JP/JG/PC**

# Operational Management Committee (item 9)

1. ET noted the minutes of the OMC meeting held on 16 December 2022.

## Other business (item 10)

No further items were raised.