

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Minutes of the Board Strategy Meeting held on 27 February 2019 in the
Bollin meeting room, NICE Manchester office

These notes are a summary record of the main points discussed at the meeting and the decisions made. They are not intended to provide a verbatim record of the Board's discussion.

Present

Non-Executive Directors Dr Rosie Benneyworth
Professor Angela Coulter
Elaine Inglesby-Burke
Professor Tim Irish
Tom Wright

Executive Directors Sir Andrew Dillon
Professor Gillian Leng
Alexia Tonnel

Directors in attendance Paul Chrisp
Jane Gizbert
Catherine Wilkinson

In attendance Ralph Bagge
Dr Peter Jackson
Professor Stephen O'Brien
Mirella Marlow
Mark Salmon
David Coombs (minutes)
Helen Knight (for item 8)

Apologies (Board and Senior Management Team) (item 1)

- 1 Apologies were received from Sir David Haslam, Professor Sheena Asthana, Professor Martin Cowie, Dr Rima Makarem, Ben Bennett and Meindert Boysen.

Declarations of interest (item 2)

- 2 Tim Irish stated that he has been appointed as a non-executive director of ImaginAb Inc. The register of interests has been updated accordingly.

Minutes of December 2018 Board Strategy meeting (item 3)

- 3 The minutes of the Board Strategy meeting on 12 December 2018 were agreed as a correct record.

Matters arising (item 4)

- 4 Andrew Dillon confirmed that the action from the Board Strategy meeting on 12 December 2018 relating to the strategic ambitions and risks had been completed.

Business objectives and risks (item 6)

- 5 Andrew Dillon presented the proposed revised business objectives for 2019/20, which he had refined and reduced in number since the January Board meeting. The paper also outlines the material risks to delivering the objectives, which subject to any feedback from the Board will be evaluated and entered into the risk register for review by the Audit and Risk Committee.
- 6 Gill Leng suggested increasing the prominence of the objective on NICE Connect given the strategic nature of the transformation project, and also proposed amended wording to reflect the iterative nature of the project.
- 7 Subject to the above amendment, the Board agreed the revised objectives and supported the risks for development into the risk register.

ACTION: Andrew Dillon

Chief Executive's update (item 5)

- 8 Andrew Dillon updated the Board on recent developments, and highlighted the establishment of NHSX, a new joint unit working across NHS England (its host), NHS Improvement, and NHS Digital. Andrew outlined the unit's role and highlighted three areas particularly relevant to NICE: setting national policy and developing best practice for NHS technology, digital and data; developing, agreeing and mandating clear standards for the use of technology in the NHS; and supporting the use of new technologies by the NHS, both by working with industry and via its own prototyping and development capability.
- 9 Andrew updated the Board on the development of the 2019/20 business plan, noting that discussions with the Department of Health and Social Care (DHSC) and NHS England (NHSE) on the plan continue. The intention had been for DHSC to sign-off the plan after the March Board meeting, however, as with other Arm's Length Bodies (ALBs), this may be delayed to enable some outstanding financial issues to be resolved.
- 10 The Board noted an offer from NHSE to formally endorse NICE's business plan. The Board agreed that a statement supporting NICE's work and confirming funding for this would be helpful, provided this could not be perceived as undermining NICE's independence and accountability to DHSC.

ACTION: Andrew Dillon and Gill Leng

- 11 Andrew outlined the arrangements for introducing charging for technology appraisals (TA) and highly specialised technologies (HST) evaluations that commence after 1 April 2019. Catherine Wilkinson highlighted the engagement with industry on the new arrangements and confirmed that supporting information will be published on the NICE website next week.
- 12 Andrew highlighted that David Haslam will be returning to his role as NICE chair on a phased basis from next week. Final approval to commence recruitment of a new substantive chair is still awaited, and it is highly likely that the DHSC will ask David to remain as chair for an additional period while the recruitment process is completed. The Board noted Andrew's engagement with DHSC to seek to resolve this matter, and supported a proposal for David to write formally to the DHSC on behalf of the Board to seek clarity on the matter if the advertisement for a new substantive chair is not published shortly. Andrew stated that he is also seeking DHSC's agreement to commence recruitment of Rosie Benneyworth's successor.

ACTION: Andrew Dillon and David Haslam

EU exit (item 7)

- 13 Andrew Dillon updated the Board on NICE's planning for the UK's exit from the European Union (EU). A key issue is to ensure that the timelines for NICE's technology appraisals are aligned with any new sovereign UK medicines regulatory process, particularly in the event of a 'no deal' scenario in which the UK is unable to participate in the European licencing process. NICE and the MHRA have jointly submitted a proposal to the DHSC for mitigating this issue.

Committee chair update (item 8)

- 14 Professor Stephen O'Brien, chair of Technology Appraisal Committee C, gave a presentation on the Committee's work. He highlighted the committee's recent appraisal of innovative CAR T-cell therapies, and the collaboration between NICE, NHS England and the sponsoring companies that enabled NICE to recommend these technologies for commissioning through the cancer drugs fund. Professor O'Brien outlined the challenges arising from the ongoing appraisal of nusinersen for treating spinal muscular atrophy, including the consideration of the appropriate NICE programme to evaluate the technology. He highlighted that the committee are in the early stages of implementing the new technical engagement step agreed in 2018, and noted the importance of carefully managing the impact on the committee.
- 15 In the context of the challenges arising from the evaluation of nusinersen, the Board discussed the upcoming review of the TA methods and the HST topic selection criteria. It was noted that this

review will take place in the context of the policy position set out in the 2019 Voluntary Scheme for Branded Medicines Pricing and Access.

- 16 On behalf of the Board, Rosie Benneyworth thanked Professor O'Brien for the Committee's work.

NICE Connect project (item 9)

- 17 Gill Leng updated the Board on the NICE Connect project, noting that in response to feedback from stakeholders, the project's aims have been amended to give a greater external focus. Feedback from meetings with the ALBs has been positive, and highlighted the need for this to be an iterative and evolutionary transformation process. Gill stated that the process of giving evidence to the Cumberledge review and the discussions at the data analytics reference group have both highlighted the importance of aligning with systems for data collection and analysis within and outside of NICE. Gill outlined the proposed next steps, which will be informed by user needs and align with methodological developments already underway and planned at NICE.
- 18 The Board supported the work undertaken to date and the proposed direction of travel. It was noted that while the project is not a cost saving initiative, it seeks to use resources more efficiently to deliver improved outcomes for the health and care system. It was noted that discussions will take place over the coming months on the future resourcing for the project.

Any other business (item 10)

- 19 Andrew Dillon on behalf of the Board, thanked Rosie Benneyworth for her contribution and wished her well in her new role with the Care Quality Commission.
- 20 The Board then held a part 2 meeting, attended by the Board and Senior Management Team.

Date of the next meeting

- 21 The next Board strategy meeting will be on Wednesday 17 April 2019 in the Bollin, NICE offices, Manchester.