

# **NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE**

## **Senior Management Team**

### **Minutes of the meeting held on 4 September 2018**

#### **Present**

Gill Leng	Deputy Chief Executive and Director – Health and Social Care
Mark Baker	Director – Centre for Guidelines
Ben Bennett	Director – Business Planning and Resources
Jane Gizbert	Director – Centre for Guidelines
Alexia Tonnel	Director – Evidence Resources

#### **In attendance**

David Coombs	Associate Director – Corporate Office (minutes)
John Borrill	Senior Scientific Adviser – NICE Scientific Advice (item 6.1)
Jacoline Bouvy	Senior Scientific Adviser – Science Advice and Research (item 6.2)
Nick Crabb	Programme Director – Science Advice and Research (items 6.1 and 6.2)
Mirella Marlow	Programme Director and Deputy Centre for Health Technology Evaluation Director

#### **Apologies (item 1)**

1. Apologies were received from Andrew Dillon and Meindert Boysen, with the latter represented by Mirella Marlow.

#### **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.

#### **Declarations of interest (item 3)**

3. The declared interests were noted. There were no conflicts of interest relevant to the meeting.
4. Gill Leng noted that she has recently been appointed as chair of Guidelines International Network and asked that the register of interests is updated accordingly.

**ACTION: DC**

#### **Notes of the previous meeting (item 4)**

5. The minutes of the meeting held on 28 August 2018 were approved.

#### **Matters arising (item 5)**

6. The actions from the meeting held on 28 August 2018 were noted as complete or in hand.
7. Ben Bennett highlighted that as agreed by SMT, the finance and workforce report to the September Board meeting will include details of the approved proposals for

utilising the non-recurrent underspend in 2018/19. Ben stated that he would circulate the proposed text in the report for Directors to review.

**ACTION: BB/SMT**

8. David Coombs stated that other ALBs' complaints policies have been reviewed, but none state how complaints about the Chair will be investigated. It is therefore proposed that such complaints are handled by the Senior Independent Director (SID), as the SID already has the responsibility to look at concerns about the Chair raised by the Board. The proposed policy has been revised accordingly and shared with Andrew Dillon and David Haslam, who have agreed this for submission to the September Public Board meeting.

#### **Update on the PReliminary Independent Model Advice (PRIMA) service (item 6.1)**

9. Nick Crabb presented the update on the NICE Scientific Advice (NSA) health economic model review service, PRIMA, which following a pilot was launched in December 2017. NSA have completed four projects to date, and anticipate achieving the projection in the business case of six projects in this initial year.
10. SMT noted the research undertaken by the London School of Economics with support from NSA, which highlighted the benefit of external peer review of technical models as part of the quality assurance process. SMT discussed options for taking this forward in the next iteration of the methods guide, and agreed that most appropriate approach for this should be considered further, taking account of the wider implications in the context of TA/HST cost recovery.

**ACTION: MBo/NC**

11. SMT noted the update and the proposed next steps, which will be taken forward within existing resources.

#### **Research governance policy (item 6.2)**

12. Jacqueline Bouvy presented the updated research governance policy, following the routine scheduled review. The revised version of the policy clarifies NICE's research remit and includes updated references to appropriate legislation, policies and best practice.
13. SMT reviewed the policy and agreed a series of amendments.
14. It was agreed that the policy should provide more guidance on the actions required as part of the approval and registration process, including the level of documentation required and factors to be considered by Directors when approving requests. The policy should encourage a proportionate approach, with an exemption when NICE is making a small contribution to a wider study, such as taking part in a short interview.
15. It was agreed that additional text should be added to clarify the expectations about publishing research outputs, and how the proposed arrangements for publishing the outputs affect whether a proposal receives Director approval.
16. In terms of the scope of the policy, text should be added to clarify that in most circumstances, NICE staff seconded to other organisations will be expected to adhere to the research governance framework in the host organisation, rather than NICE's policy. Also, to clarify that in some circumstances, such as where NICE

commissions clinical research from the External Assessment Centres, the research governance framework in those organisations will apply.

17. It was agreed that the policy, with these amendments, could be approved by Gill Leng on behalf of SMT.

**ACTION: JB/NC/GL**

18. SMT discussed the arrangements for monitoring progress with agreed research activity. Given Directors' responsibility to approve research proposals, it was agreed that in future the quarterly updates on open research projects should be sent to the relevant Director with the Internal Research Advisory Group (IRAG) member for that Centre/Directorate copied in.

**ACTION: JB**

19. SMT noted the inconsistency between the policy and the longstanding practice of not publishing the economic models produced for guidelines. It was agreed that the implications of publishing such models should be considered further, and a paper brought back to SMT.

**ACTION: PC**

20. SMT discussed the implications of establishing the NICE Foundation, and noted that the policy will need to be refreshed should the Foundation proceed.

#### **Guideline committee chair appointment (item 6.3)**

21. Mark Baker presented the proposal to appoint Professor David Croisdale-Appleby to the position of chair of the NICE guideline committee on children and young people with disabilities and severe complex needs. He highlighted Professor Croisdale-Appleby's other positions in public bodies, in particular his role as Chairman of Dementia UK. Mark confirmed that the Centre for Guidelines has considered this carefully and do not consider the interest specific to the guideline. Mark highlighted Professor Croisdale-Appleby's experience chairing one of NICE's Public Health Advisory Committees and his expertise suitable for this guideline. Professor Croisdale-Appleby has confirmed he has the time available to undertake this role.
22. SMT approved the appointment of Professor Croisdale-Appleby as chair of the guideline committee.

#### **NICE Pathways (item 7)**

23. Jane Gizbert stated that Andrew Dillon is proposing to brief staff on the proposals at this month's all staff meeting, and would like to brief the Directors' first line reports on the proposals beforehand. Jane stated that she is working with Andrew's PA to arrange this briefing, which it is proposed to hold between next week's SMT and Guidance Executive meetings.
24. Gill briefed SMT on the agenda for tomorrow's meeting of the steering group.

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

25. SMT agreed the staff updates.

**ACTION: DC**

**Any other business (item 9)**

26. Ben Bennett highlighted that 13 members of staff have requested to attend the ISPOR conference in Barcelona in November. The total cost is likely to be £15,000. SMT agreed that up to 15 members of staff could attend the ISPOR event, which is in line with the convention of allowing 15 attendees at HTAi and GIN conferences held in Europe. It was agreed that a process for determining attendance at future ISPOR conferences should be developed.

**ACTION: MBo**

27. Mirella Marlow highlighted recent media coverage which raised concerns about the surgical practice and CV of a neurosurgeon who has been a specialist adviser to the Interventional Procedures programme. SMT agreed that the nature of the individual's input should be explored further, to inform a paper to the Guidance Executive on whether it is necessary to review the guidance in question. Jane Gizbert asked Mirella to also alert the press office to this issue.

**ACTION: MM**

28. SMT noted this was Mark Baker's last SMT meeting and wished him well for his retirement.