**National Institute for Health and CARE excellence**

Senior Management Team

# Minutes of the meeting held on 6 August 2019

**Present**

Andrew Dillon Chief Executive

Ben Bennett Director – Business Planning and Resources

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

Gill Leng Director – Health and Social Care

**In attendance**

Nick Crabb Programme Director – Science Advice and Research

Dani Mason Associate Director – External Communications

Mark Salmon Programme Director – Information Resources

Mirella Marlow Programme Director – Device and Diagnostics (for item 6.1)

Helen Knight Programme Director – TA and HST (for items 6.2 and 6.3)

Jenniffer Prescott Associate Director – Planning and Operations (for items 6.2 and 6.3)

Nichole Taske Associate Director – Methods and Economics (for item 6.4)

Jeanette Kusel Director - Science Advice and Research (for items 6.5 and 6.6)

Elaine Repton Corporate Governance Manager (minutes)

## Apologies (item 1)

1. Apologies for absence were received from Alexia Tonnel and Jane Gizbert who were represented by Mark Salmon and Dani Mason.

## Freedom of Information and publication scheme (item 2)

1. The final minutes will be made available on the NICE website subject to the redaction of any exempt material.

## Declarations of interest (item 3)

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

## Notes of the previous meeting (item 4)

1. The minutes of the meeting held on 30 July 2019 were agreed.

## Matters arising (item 5)

1. The actions from the meeting held on 30 July 2019 were noted as complete or in hand. The following action was discussed:
2. **EU Exit** – Andrew Dillon provided feedback from the EU Delivery Partners meeting on 31 July, chaired by Clara Swinson. There was nothing specific to NICE that required immediate action.
3. Meindert Boysen raised a potential problem with the certification of medical devices (which under regulations issued in 2016, now have to be registered or re-registered by April 2020), due to the pressure on notified bodies who authorise CE markings. It was anticipated that this position could worsen after the UK exits the EU and could have an impact on NICE guidance which relates to a medical device if the device has no valid certification. Additionally, one of the EAC contracts has a requirement to check that registrations/certifications are in place, which means all relevant guidance has to be checked, particularly for interventional procedures where there is a particular risk.
4. Meindert reported that he is contacting Celia Ingham Clark at NHS England and the Medical Devices Group for advice and would prepare a report for SMT outlining the action to be taken.

**ACTION: MB**

1. In relation to the letter drafted in March to be sent to the life sciences companies in the event of a no-deal exit from the EU, Meindert agreed that an info-graphic would be preferable to a letter. The communication was to be approved by DHSC before circulation.

**ACTION: MB**

1. **London office move** – Ben reported that he was following up on the question of touch down space for staff in central London.

## Progress update on the CHTE 2020 programme (item 6.1)

1. Mirella Marlow presented an update on the CHTE 2020 programme two years on, summarising progress across the 9 workstreams, the objectives, remaining work areas and resources required. The links with NICE Connect project were discussed, including transitioning some work to the project team.
2. SMT noted the report and acknowledged the amount that has been achieved.

## Expanding the technology appraisal and highly specialised technologies programmes to meet future demand (item 6.2)

1. Helen Knight and Jen Prescott joined the meeting to seek approval of the proposed actions to respond to the expected increase in demand for technology appraisal guidance from April 2020 and beyond. SMT considered the impact on resources of an increase in guidance output (from 78 to 98 per year), whilst recognising the difficulty of predicting exactly what the activity levels would be within a 12-month period given the fluidity of product development. The number of topics scheduled at early stage development can differ significantly from the year end outputs due to delays and products falling away. The key issue was the resources needed to support the whole programme. Ben Bennett added that TA and HST charging now meant that more accurate modelling was essential for financial planning.
2. SMT discussed the level of expansion in the TA & HST programme that would be manageable and the required staffing resources and committee capacity to deliver it. The actual additional direct costs of new posts and non-pay resources will be discussed with teams in the 2020/21 business planning round, although some recruitment will potentially start in Qu4 of 2019/20 in readiness to support the expansion. Some concerns were expressed about the difficulty recruiting to technical analyst roles due to an extremely competitive market for these skills. It was noted that options were being explored with the HR team to be more creative when advertising roles and to think about linking up with universities to support graduate roles. SMT also considered the option of advertising future vacancies as working across directorates to make it easier to move posts internally and avoid additional recruitment effort. Meindert was meeting with Grace Marguerie to discuss options.

ACTION: MB

## CHTE topic selection re-consideration of emapalumab for treating primary haemophagocytic lymphohistiocytosis (item 6.3)

1. Meindert updated SMT on the decision to re-consider the routing of emapalumab in the context of CHTE topic selection and advised of the topic selection decision making panel’s to agree that emapalumab for treating primary haemophagocytic lymphohistiocytosis should be routed through the technology appraisals programme rather than the highly specialised technologies programme.
2. SMT supported the decision to route emapalumab through the technology appraisals programme.

## Strength of recommendations: evidence, uncertainty, clarity and consistency (item 6.4)

1. Nichole Taske sought SMT’s views on a draft report for the August Board strategy meeting providing an update on the cross-institute project looking at how NICE should communicate its recommendations and proposing improvements to further enhance their usability.
2. SMT accepted that there was variation across NICE’s programmes, but it will be a challenge to find a solution agreeable to everyone. The GRADE approach was proposed as a framework that has traction with other guideline developers and internationally. It ensures committees follow a consistent, structured approach to their deliberations.
3. SMT suggested a briefer paper for the Board with tighter recommendations plus a presentation to help the discussion.

**ACTION: NT/GL**

## NICE Scientific Advice performance update (item 6.5)

1. Nick Crabb and Jeanette Kusel presented a performance update for the Scientific Advice (SA) teamreporting a £38k surplus at the end of quarter 1. The report outlined steps taken since April to control spending and review the business development activities within the team.
2. SMT discussed the uncertainty over the impact of Brexit particularly income generated through EUNetHTA and whether the potential for delays in the UK’s medicines regulatory process was concerning companies.
3. SMT queried the opportunity to expand the use of the PRIMA and META services. Jeanette was of the opinion that there was potential for expansion. Dani Mason suggested inviting PRIMA to exhibit at the NICE Conference.
4. SMT noted the progress report.

## NICE international services (item 6.6)

1. Jeanette Kusel sought SMT’s approval to launch a refreshed offer of international services to external clients, agree a brand name and a business strategy for international work. SMT were unanimous in support of the brand name NICE International.
2. The request to use £75,000 from reserves to fund the re-launch activities was agreed. SMT added a note of caution to monitor staffing resources closely as some planned activities will be resource intensive and be reliant on support from other teams across NICE, which might not always be available due to teams’ own priorities.
3. SMT approved the report.

## Better Regulation Executive White Paper (item 6.7)

1. Andrew Dillon shared a letter from Baroness Blackwood seeking NICE’s continued commitment to the government’s vision of innovation-friendly regulatory systems to support the development of data-driven technology across the UK economy. Andrew had responded positively, giving assurance of NICE’s support.

## EU Exit (item 7)

1. SMT considered a request from the DHSC’s HR Director to contribute temporary staffing resources in a number of functional areas to support the government’s EU exit preparations.
2. SMT members agreed to discuss the request with their senior teams and feedback to Andrew Dillon by the deadline of 9 August.

**ACTION: SMT**

## NICE Connect (item 8)

1. Gill Leng confirmed that the content working group was producing a paper for the August Board strategy meeting on what NICE Connect will look like.
2. SMT was advised of a proposed change to the Project Director’s remit which in future will focus purely on the transformation programme. In the short term, the data and analytics team would report directly to Gill Leng. This was agreed.

## London office move (item 9)

1. Ben Bennett confirmed that a project manager has now been appointed to manage the London office move on behalf of the five ALBs. He is employed by NICE and will report to Catherine Wilkinson.

## Weekly staff SMT updates (item 10)

1. SMT agreed the staff updates.

ACTION: ER

## Other business (item 11)

1. There were no further items of business.