**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 7 May 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

Jane Gizbert Director – Communications

Gill Leng Director – Health and Social Care

Alexia Tonnel Director – Evidence Resources

**In attendance**

David Coombs Associate Director – Corporate Office (minutes)

Nick Crabb Programme Director – Science Advice and Research

Sarah Cumbers Programme Director – Health and Social Care (items 6.1 and 6.2)

Adrian Jonas Associate Director – Data and Analytics (items 6.1 and 6.2)

Kelly Parry Data Protection and Information Governance Manager (item 6.3)

## Apologies (item 1)

1. None.

## 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 April 2019 were approved, subject to the correction of a typographical error at the end of paragraph 5.

## Matters arising (item 5)

1. The actions from the meeting held on 30 April 2019 were noted as complete or in hand.
2. SMT discussed whether any further actions were required in response to the research published in the BMJ about the interests of organisations giving evidence to NICE’s advisory committees. SMT agreed that any stakeholder invited to make a formal submission to an advisory committee should declare their organisational interests. This declaration would then be available to the advisory committee and wider public alongside the stakeholder’s submission. This requirement would apply to all stakeholders, including the manufacturer of the technology under review. It was agreed that it would not be feasible or proportionate to require organisations responding to consultations to declare their interests. It was agreed that the draft updated policy on declaring and managing interests should be amended to reflect these arrangements, and SMT members should update the templates for organisations submitting evidence to the advisory committees in their centre/directorate.

ACTION: DC/GL/MB/PC

1. Nick Crabb advised SMT of an upcoming meeting between NICE, NHS England and Lord O’Neill to discuss the development of new antimicrobials. He noted this is a relatively informal meeting, and is not seeking a specific commitment from NICE.

## The use of broader data and applied analytics in guidance development (item 6.1)

1. Gill Leng presented the proposed statement of intent for the appropriate use of data analytics across guidance development at NICE, and the arrangements for seeking feedback on this through a consultation with stakeholders and the wider public.
2. SMT reviewed the draft Board paper and consultation document and agreed a series of amendments. It was agreed that it would helpful to clarify that the consultation is focused on types of data that are not currently frequently used by NICE. SMT reviewed the proposed five key strategic areas that would underpin the use of data analytics across NICE and agreed that the current fifth bullet point should be expanded to refer to generating new evidence through data analytics that will help develop and update guidance, to reflect there may be instances where this type of data may be used to develop and not just update guidance. It was agreed these bullet points should be reordered, with this revised point more prominent. It was agreed that paragraph 3 in the statement of intent should note that the suitability of any particular type of data as evidence will depend on both its quality and nature of the question being answered.
3. SMT identified a number of further amendments, including to refer to the technology appraisals methods review, outline the quality assurance arrangements, and note that the data analytics framework will take account of the recommendations in the Macpherson review on analytical models. References to patient data and clinicians should also be reviewed to reflect the statement of intent covers NICE’s remit beyond health care. It was agreed that the wording in figure 1 on key NICE products, which had been produced by the communications team, should be reviewed.

ACTION: JG

1. SMT discussed the proposed approach to the consultation, and noted that a series of targeted events will be held to seek feedback, in addition to the document being available to the general public via the NICE website for comment. SMT reviewed the proposed consultation questions. It was agreed that the first question should be reviewed to avoid any duplication with the third question, and to clarify the reference to the timeliness of the proposals. It was suggested that it would also be helpful to seek feedback on whether the statement adequately sets out the types of data it is proposed to use; whether the proposed approach aligns with other initiatives underway in the health and care system; and whether the quality assurance arrangements are appropriate.
2. Subject to the above comments and other drafting points, the paper and statement of intent were approved for submission to the Board.

ACTION: GL/SC

## Building NICE’s relationship with Health Data Research-UK (HDR-UK) (item 6.2)

1. Gill Leng presented the update on HDR-UK’s emerging strategy, and highlighted the generic memorandum of understanding (MoU) HDR-UK have asked NICE and other partners to sign.
2. SMT discussed HDR-UK’s current and future planned activities and welcomed the engagement with NICE to date. SMT members suggested that the potential implications of several aspects of the proposed MoU are unclear in the context of NICE’s work, including the requirement to involve HDR-UK in key decisions relating to health data research, and to use the HDR-UK partnership brand on all relevant activities associated with health data research. It was agreed that rather than signing a generic MoU, it would be more appropriate for NICE to write formally to support HDR-UK’s ambitions and set out specific proposals for joint working. It was agreed that Gill Leng would sign-off the letter on behalf of SMT, which should also query whether NICE would have to pay to access resources developed by HDR-UK.

ACTION: GL/SC

## Information governance policy and management framework (item 6.3)

1. Kelly Parry presented the updated policy and framework, which has been amended to reflect the changes in legislation and to absorb other existing information governance related policies.
2. SMT discussed the role of the information governance steering group. Alexia Tonnel noted the group’s largely operational focus and asked whether it could also have a more strategic role looking at how data is managed at NICE. Gill Leng noted the scope to improve the group’s engagement with the Caldicott Guardian, and stated that she would seek to attend some of the group’s future meetings where possible. She would also consider whether the Caldicott Guardian would more appropriately be undertaken by another medical member of staff, who may have more time to attend the meetings.

ACTION: GL

1. Subject to the above amendments, SMT approved the information governance policy and management framework. SMT noted the annual review date and agreed the document should be updated sooner should this be necessary following the UK's exit from the EU. Future updates will also take account of new sources of data used in guidance programmes.

ACTION: KP

1. Andrew Dillon asked about the arrangements for ensuring staff understand the requirements in the policy. Kelly Parry highlighted this will be a central activity for the new Information Governance Officer, who will support teams with bespoke training to accompany the mandatory e-learning, write a series of blogs, and publicise the additional guidance available on the intranet.
2. Andrew asked Kelly for an update on the proposal for the Wellcome Trust to develop an online searchable archive of material relating to NICE’s work, including past guidance and the methods for its production. Kelly stated that the Welcome Trust require clarification of the extent NICE’s records will be transferred to and published by The National Archives (TNA), before committing resources to the proposal. Kelly acknowledged the frustrations about the current position and confirmed that she and the Wellcome Trust are seeking to resolve the matter to enable a decision to be taken on whether this work can proceed. Andrew asked Kelly to keep him updated on progress and offered to write to TNA if this would be helpful.

ACTION: KP

## Transport Layer Security 1.2 upgrade (item 6.4)

1. Alexia Tonnel presented the paper that briefed SMT on the upgrade to the 'Transport Layer Security' (TLS) protocol to be implemented across all NICE Digital Services during the summer. Alexia highlighted that the upgrade is required for cyber security reasons, but could prevent access to NICE content for users who continue to operate old web-browsers. Communications activities are planned to alert users to the upcoming change.
2. SMT noted the plans.

## Guideline committee chair appointment (item 6.5)

1. Paul Chrisp presented the proposal to appoint Rebecca Harrington to the position of chair of the NICE Guideline Committee on adults with complex needs, including learning disabilities and mental health needs: social work interventions. The proposed appointee is chair of a local women’s mental health charity which provides counselling services for women with mental health issues. The guideline will specifically focus on social work interventions and social workers will not carry out counselling themselves – therefore it is felt that the interest is general rather than specific.
2. SMT asked Paul to review and be assured that the funding sources for the charity in question present no conflicts of interest in relation to the guideline. Subject to this confirmation, SMT approved the appointment of Rebecca Harrington as chair of the guideline committee, on the basis that the declared interests were not specific to the scope of this committee.

ACTION: PC

## Guideline topic referral: homelessness (item 6.6)

1. Paul Chrisp explained the background to the referral from the Department of Health and Social Care (DHSC) for NICE to produce a guideline on homelessness. Following discussions with the DHSC, it is understood that the request is to provide advice on integrated care for people who are roofless. He is meeting with DHSC to confirm this, and the priority for producing the guideline in the context of existing referrals already in the work programme. He will then formally confirm the way forward with both DHSC and NHS England.

## EU exit (item 7)

1. SMT noted the Cabinet Office guidance on conduct in the pre-election period for the European elections. It was noted that the agenda for the annual conference was amended following the revised timescale for EU exit, and agreed that NICE speakers and session moderators at the conference should be reminded of the need for appropriate sensitivity when responding to questions about EU exit.

ACTION: JG

1. There were no other implications for NICE’s current or planned activities.

## NICE Connect project (item 8)

1. There was no further update.

## Weekly staff SMT updates (item 9)

1. SMT agreed the staff updates.

ACTION: DC

## Any other business (item 10)

1. SMT briefly discussed the incident in Piccadilly Gardens on Friday afternoon that led to the evacuation of the Manchester office. SMT praised staff for their reaction to and handling of the events, and noted lessons to be learnt for any future scenario.