**National Institute for Health and Care Excellence**

Senior Management Team

# Minutes of the meeting held on 21 April 2020

## Present

Gill Leng Chief Executive

Meindert Boysen Director – Centre for Health Technology Evaluation

Paul Chrisp Director – Centre for Guidelines

Jane Gizbert Director – Communications

Judith Richardson Acting Director – Health and Social Care

Alexia Tonnel Director – Evidence Resources

Catherine Wilkinson Acting Director – Business Planning and Resources

## In attendance

David Coombs Associate Director – Corporate Office (minutes)

Nick Crabb Programme Director – Science Advice and Research

Kelly Cuthbertson HR Business Partner (item 8.2)

Helen Knight Programme Director – Centre for Health Technology Evaluation (item 8.3)

Nicole Taske Associate Director – Centre for Guidelines (item 8.4)

## 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. It was agreed this item was not required on the SMT agenda in future as any request for information under the Freedom of Information Act would be considered on the basis of the circumstances at the time of the request.

## 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 14 April 2020 were agreed as a correct record.

## Matters arising (item 5)

1. The actions from the meeting held on 14 April 2020 were noted as complete or in hand.

## Coronavirus (item 6)

1. SMT confirmed the following decisions taken at the gold group:
* Staff working on secondment at the Department of Health and Social Care (DHSC) as part of the COVID-19 response should remain on their NICE terms and conditions and not be eligible for any civil service bonus scheme.
* NICE would be involved in the Research to Access Pathway for Investigational Drugs - COVID-19 (RAPID-C19) subject to resolving the resourcing.
1. It was agreed that Meindert Boysen and Catherine Wilkinson would discuss further outside of this meeting the resourcing of NICE’s input to RAPID-C19, including the use of capacity within the technology appraisals programme.

ACTION: MB/CW

## April Board strategy meeting (item 7)

1. SMT noted the agenda, papers, and arrangements for the Board Strategy meeting on 22 April taking place via Zoom.
2. It was agreed that Alexia Tonnel would explore the options for providing a corporate background for the participants at the May public board meeting, which is also taking place via Zoom.

ACTION: AT

## Centre for Health Technology Evaluation (CHTE) senior management structure (item 8.1)

1. Meindert Boysen presented the paper that set out proposed changes to the CHTE senior management structure when one of the programme directors retires in June 2020. Meindert explained the rationale for the proposals, which strengthen the methods and operations functions within CHTE, while also putting in place resources for transformation and a clear link with NHS England/Improvement. The changes have been discussed with UNISON, who did not raise any concerns. A new deputy director will also be appointed in line with the usual process.
2. SMT discussed the proposed changes to way the associate director roles will operate in CHTE. Meindert confirmed that the accountability arrangements within the proposed matrix structure will be considered further, including how to empower the associate directors to maximise their contribution. Catherine Wilkinson noted that the HR team would be able to help with development support for the associate directors and their direct reports.
3. In response to questions from SMT, Meindert explained the split in responsibilities between the programme director for HTA guidance and methods and the proposed new programme director for HTA operations. He noted this would put in place a broadly similar split in programme director roles as in the Centre for Guidelines (CfG). Paul Chrisp agreed and stated this would develop helpful synergies between CfG and CHTE in the context of NICE Connect. He suggested amending the title for the operations role to also include processes.
4. Subject to these comments, SMT approved the proposed changes. It was agreed that Meindert should liaise with HR and Judith Richardson to ensure the approach to appointing the new interim programme director for operations is sufficiently consistent with that taken to the appointment of the interim programme directors in the Health and Social Care directorate. The need to consider the implications of backfilling the interim programme director for operations’ substantive post was also highlighted.

ACTION: MB

## Clinical Excellence Awards – Local employer-based scheme (item 8.2)

1. Kelly Cuthbertson presented the proposed arrangements for the 2020 employer-based awards round. Kelly reminded SMT of the background to the awards and highlighted this is the last year of the first stage of the new collective agreement. As such, the award this year can only be one year in duration and consultants will be required to reapply in 2021 in line with the second stage of the agreement. Kelly confirmed that NICE’s employer-based scheme is only open to consultants substantively employed by NICE. Committee chairs and medical staff on secondment to NICE are not eligible.
2. SMT reviewed the policy and procedure for the employer-based scheme. Given there are no longer 2 medically qualified non-executive directors (NEDs), it was agreed that the second medically qualified NED on the employer based award committee (EBAC) would be replaced by a medically qualified committee chair or other similar individual from a medical background. This would leave 2 NEDs on the committee, and Kelly would liaise with Tim Irish to confirm who would fill the position for a non-medically qualified NED.

ACTION: KC

1. Subject to the above amendment to the EBAC, SMT approved the policy and the employer-based scheme for 2020. It was agreed that Kelly would liaise with Judith Richardson outside of the meeting to confirm which individuals are eligible to apply for the 2020 awards round.

ACTION: KC

## CHTE topic selection re-consideration: Ravulizumab for treating atypical haemolytic uraemic syndrome (aHUS) (item 8.3)

1. Meindert Boysen and Helen Knight presented the outcome of the topic selection decision making panel’s reconsideration of the routing of Ravulizumab for treating atypical haemolytic uraemic syndrome (aHUS). The panel confirmed that the topic should be routed to the technology appraisals (TA) programme with eculizumab as the comparator.
2. SMT noted the rationale for the panel’s decision and agreed that the topic should be routed to the TA programme. The importance of explaining the rationale for the decision to stakeholders was highlighted.

ACTION: MB

## NICE involvement in international collaborative efforts to coordinate the development and maintenance of COVID-19 evidence reviews and guidelines (item 8.4)

1. Nicole Taske presented the paper that outlined opportunities for NICE’s involvement in international collaborative efforts to develop, maintain, and update high quality evidence-based guidelines and evidence reviews on the diagnosis and management of COVID-19 infection and similar conditions. Nicole noted the proposed involvement will not require significant additional resources and may reduce the resources required for NICE’s work on surveillance and guidelines updates in this area.
2. SMT supported NICE’s proposed input to these activities. It was suggested that the Harvard intern who is due to join NICE in the summer could support this work, in particular to ensure that NICE’s rapid guidelines are developed and updated to internationally recognised standards of best practice. In addition, it was agreed that Nicole should liaise with Carla Deakin and Zoe Garrett to discuss the implications for their work on RAPID-C19 and EUnetHTA respectively.

ACTION: NT

1. It was agreed that it would be helpful for NICE International to create a log of NICE’s involvement in international repositories of COVID-19 related guidance and advice.

ACTION: MB

1. Jane Gizbert stated that she would promote NICE’s involvement in this work in the upcoming newsletter.

ACTION: JG

## EU exit (item 9)

1. Meindert briefly noted the key issues he would cover in his update to the Board Strategy meeting on 22 April.

## NICE Connect (item 10)

1. Gill Leng stated that she will brief staff and the Board this week on the outcome of the steering group’s reprioritisation of the NICE Connect activities.
2. Alexia Tonnel noted that meetings have been arranged to brief SMT on the emerging findings from CapGemini’s work on a digital workplace. She noted the level of information to cover and asked SMT whether the meetings should be extended. It was agreed to maintain the existing meetings and ensure these focus on the key issues for SMT’s consideration. It was noted that any matters formally requiring a decision would be brought to a future SMT meeting. Alexia noted that she is currently exploring options for ensuring there is sufficient capacity to support the roll-out of Office 365 when CapGemini finish their work in May.

## London office move (item 11)

1. Catherine Wilkinson updated SMT following recent discussions with the British Council and the Department for Health and Social Care (DHSC). NICE will have to leave 10 Spring Gardens by mid-November at the latest in order to meet the contractual obligations in relation to dilapidations. The 3 options are therefore: move into the Stratford office while it is incomplete; temporarily move into the CQC’s office at Buckingham Palace Road or other London office; or London staff work fully from home until the Stratford office is ready.
2. SMT briefly discussed the advantages and disadvantages of each option and noted Catherine would bring a paper to SMT on this issue, once there is further information on the option of sharing with the CQC. It was agreed that this paper should also include the options for, and implications of, relocating the server room from Spring Gardens.

ACTION: CW

1. SMT noted there is also a need to consider the options for holding external meetings if the new facilities in the new Stratford office are not available. It was agreed this should be discussed further as part of the SMT discussion on 27 April about NICE’s ongoing work in the context of COVID-19.

ACTION: CW

## Any other business (item 12)

1. Alexia Tonnel confirmed that the Digital Services team have picked up a request from the Centre for Guidelines to explore how technology could assist with surveillance activities in relation to the COVID-19 rapid guidelines.
2. Gill Leng noted that the interviews were held for the new director for science, evidence and analytics yesterday and she would provide further information on the outcome as soon as possible.
3. Gill noted that she is holding fortnightly meetings with Sharmila Nebhrajani, who is keen to hold a strategy discussion with the Board in June as a precursor to developing a strategic plan for NICE. It was agreed that it would be helpful to circulate the transcript of Sharmila’s pre-appointment hearing at the Health and Social Care Select Committee.

ACTION: JG