## Genomics England Limited –Board Meeting

## Minutes of Meeting held on 25 March 2019

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| Present: | Jon Symonds (JS) (Chair) |
|  | Prof Mark Caulfield (MC) (Interim CEO) |
|  | Prof Sir John Bell (JB) |
|  | Prof Ewan Birney (EB) |
|  | Gary Cook (GXC) |
|  | Prof Dame Sally Davies (SD) |
|  | Sir Ron Kerr (RK) |
|  | Steve Oldfield (SO) |
|  | Prof Michael Parker (MP) |
|  | Lord David Prior (DP) |
|  | Prof Keith Stewart (KS) |
|  | Nick Maltby (NM) |
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| In attendance: | Mark Bale (MB) |
|  | Graham Colbert (GC) |
|  | Peter Counter (PC) |
|  | John Davidson (JD) |
|  | Joanne Hackett (JH) |
|  | Prof Dame Sue Hill (SH) |
|  | Kathryn Mountford (KM) |
|  | Augusto Rendon (AR) |
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**18-19/098 – Apologies:** Prof Dame Kay Davies, Kristen McLeod.

**18-19/099– Chair’s Introduction:**

* JS welcomed the directors to the meeting. JS noted that the meeting was quorate.
* JS asked that GC be confirmed as a director of the company to cover KM’s absence on maternity leave. **It was resolved to appoint GC as a director**.

**18-19/100– Declarations of Conflicts of Interest:**

* JS reminded the Board that all conflicts needed to be declared.
* NM commented that the up-to-date Register of Director’s Interests was included with the pack. This had been updated in the light of a Freedom of Information request and should therefore be accurate. However, were there any changes NM should be advised of these.

**18-19/101– Approval of the Minutes of the January Board Meeting and Actions Arising:**

The minutes of the 29 January Board Meeting were approved. NM was authorised sign the minutes as a true record of the meeting. The actions arising and outstanding were as follows:

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| **ACTION** | **OWNER** | **DATE** | **STATUS** |
| Explore further getting a more permanent representative on the audit committee. | JS/NM | January | Ongoing. SO agreed to look into this further. |
| Arrange a demonstration for the Board of the data we have. | MC | January | Demonstration before the Board meeting. It was agreed that a longer demonstration at some point was desirable. |
| GeL to develop its sequencing strategy and provide a report to the Board. | MC | January | Ongoing. A paper on the sequencing strategy is being submitted to the National Genomic Board in April. |

**18-19/102 Board Governance (JS)**

* The main purpose of reviewing Board governance was to align the business of the Board with the strategic priorities.
* JS will commission a review of the required skill base for the Board over the coming weeks. It was agreed that GeL needs to have a skill base aligned to the tasks it is doing.
* It was noted that quorum has been an issue both at Board meetings and for the Audit/BI committees. JS will now formally engage with DHSC to ensure we have a finance representative at the audit committee. **Action: SO to get the DHSC to nominate a finance person for the audit committee so we are quorate.**
* It was agreed that it was right to continue with 6 meetings a year. JS noted that we will look at a selection of the key 5 themes in each meeting. Genomic services will be covered at each meeting in 2019 given its importance.
* It was strongly agreed that the Board needs to get closer to its key stakeholders. To this end there will be 1 strategy day a year (diarised for 24 June) and at least 2 dinners with key stakeholders.
* Committees:
  + JS suggested we distinguish pure Board committees and assurance/advisory committees.
  + It was agreed to recombine Audit and BIC.
  + Although not a pure Board committee it was agreed that the Partnership Board was the most important committee as it is where GeL and NHSE work together.
  + There was a discussion of how we operate with the National Genomics Board.
* JS asked that the Board endorse the principles in the paper.
* There followed a discussion of JS’s proposal.
* **Subject to the comments above, the approach to governance was endorsed by the Board.**

**18-19/103 Interim Chief Executive’s Report (MC)**

* MC considered the key areas were:
  + GMS: taking the partnership with NHSE to a new level. There were major tasks to progress if GMS for WGS was to start in July. The aim is to sign agreements by the end of April.
  + 100KGP: we are aiming to return the results of all 1st analysis by the end of July.
  + The vision for 5m: MC is mapping out a route to this in an affordable way and will consult widely.
* Reviews: KS and EB will review respectively the bioinformatics pipeline and research environment over the next couple of months. Further reviews of technology (PC and GC) and the target operating model (KM) will also start shortly.
* Sequencing: There was a discussion of the readiness of other providers of WGS to provide the service GeL buys from Illumina. A formal paper on sequencing strategy will go to the next board and to the National Genomics Board.
  + **Action: GeL to submit a draft paper to the NGB on sequencing strategy after consultation with key stakeholders.**
* There followed a discussion of the composition of the partnership board, the data landscape with the creation of NHSX and other strategic issues arising from the 5m work.
* **Action: GeL to produce a top down plan for the 5 million genomes. This should be both socialised and with clear top down themes.**

**18-19/104 CFO/COO’s Report (GC)**

* GC took the Board through his report.
* Headlines include:
  + We will finish the overshoot of samples in June/July. We will finish the original Illumina contract in April.
  + We have moved medical review on.
  + The sequencing of the additional samples from the 100KGP.
* There followed a discussion of diagnostic yield. It was requested that this be added as an item to the dashboard. **Action: GeL to circulate a paper for the next board on the diagnostic yield and how to interpret it.**
* In terms of HR, GeL is delivering a diversity and inclusion programme informed by a mini staff survey. **Action: GeL to advise the next Board meeting on actions taken on staff engagement.**
* Budget: GC then took the Board through the draft budget. There followed a discussion of issues arising from the draft budget. **Action: NM will circulate a note to the Board on the budget outcome together with the strategic financial parameters for the CSR once finalised**.
* Accommodation
  + GC noting that we have new additional temporary office accommodation at 13 Clerkenwell Road.
  + JS then took the Board through the paper on new permanent accommodation. **The Board confirmed that it was content for GC to proceed with the preferred site as proposed.**

**18-19/105 Delivering Genomic Services (SH/PC)**

* SH took the Board through her paper, which addressed what the Partnership Board is for and where NGIS is in terms of implementation.
* SH thought that delivering WGS for the GMS for 29 July remains tight. NHSE is currently reviewing how long the patient choice conversation might last. The next 3 months are critical.
* PC concurred with SH’s description of the position. There is a lot of work going on behind the scenes about how samples and data move around. This work needs to be done by the beginning of UAT in June.
* **Action: GeL with NHSE to produce a clear, risk adjusted timeline for the delivery of NGIS including high level timeline to deliver MVP 1.0 and MVP 2.0.**
* PC noted that international interest in NGIS continues. It was asked whether we were in touch with Healthcare UK.

**18-19/106– Facilitating Research (JH):**

* JH highlighted the following:
  + The meeting of the Discovery Forum last week was a big success.
  + The Discovery Forum has 12 full paying members.
  + JH is taking proposals to the GLHs around recontact.
  + 13 projects have been through SAC.
* We are looking at different ways to price access to data and are getting external expertise to help us do that. Early DAAs are coming up to the 1 year renewal. We are doing benchmarking as to intrinsic value.
* There followed a discussion as to how the commercial agenda was progressing.

**18-19/107 – Influencing the Genomic Landscape Report (JD):**

* There followed a further discussion as to whether GeL should be extending its remit to providing polygenic risk scores.
* MC advised the Board that there would be a series of events to thank people etc w/c 15/7 - 18/7 at QMUL in Charterhouse Square.

**18-19/108 – DPO Report (NM):** There was no discussion of the DPO Report.

**18-19/109 - Board Committees**: There was no discussion of Board Committee minutes.

**18-19/110- Any Other Business:**  It was noted that first major paper from the 100KGP dataset on the mitochondrial genome had just been accepted for Science. Another paper will appear in Nature shortly.

[*The executive team other than KM left the meeting*].

**18-19/111 – Directors only discussion (JS)**

[Confidential - redacted]

**18-19/112 -** Date, Time and Agenda for Next Meeting: IT WAS NOTED that the next Board meeting would be held on **Tuesday 14 May 2019** between 14.00 – 17.00 at Genomics England at Carthusian Street.

**Close: The meeting closed at 1710**.

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Signed Dated