Board meeting

21 September 2023

Board effectiveness review

Purpose of paper

For approval

Board action required

The Board is asked to approve the proposed response to the findings from the Board Effectiveness Review.

Brief summary

Guidance issued by the [Cabinet Office](https://www.gov.uk/government/publications/arms-length-body-boards-guidance-on-reviews-and-appraisals/board-effectiveness-reviews-principles-and-resources-for-arms-length-bodies-and-sponsoring-departments) states that ALBs must undertake a board effectiveness review (BER) annually, with an externally facilitated BER every three years. Therefore, following an open procurement process, in April 2023 NICE appointed Campbell Tickell to undertake a BER in line with the scope set out in the Cabinet Office guidance.

The review included observation of Board and Audit and Risk Committee meetings in May; a desktop review of documentation; a confidential survey of Board and Executive Team (ET) members; and 1:1 interviews with Board and ET members, the Associate Director, Corporate Office, and the Department of Health and Social Care sponsor team.

The report is attached as appendix 1. The overall findings were positive, with Campbell Tickell noting that they found *“a culture of good governance at NICE and an effective and highly competent performing Board in place. The organisation has a quality set of governance documents and well thought through governance arrangements”.*

The report highlighted areas to further strengthen the Board’s effectiveness in the areas of:

* Ensuring that Board time is appropriately balanced to take account of both internal and external change
* Continuing to strengthen the sense of shared endeavour and inclusion in the boardroom
* Continuing to develop the approach to risk and assurance.

The action plan setting out NICE’s response to the recommendations and other areas highlighted for consideration is attached as appendix 2 for the Board’s approval.

Board sponsor

Sharmila Nebhrajani, Chairman