

NHS Digital

**Minutes of the Board Development Day
Wednesday 14 December 2016
Non-Statutory Meeting**

Present:

Non-Executive Director (Chair)	Noel Gordon
Non-Executive Director (Vice-Chair)	Sir Nick Partridge
Non-Executive Director	Sir Ian Andrews
Chief Executive Officer	Andy Williams
Chief Operating Officer	Rob Shaw
Director of Digital Transformation	Beverley Bryant
Director of Finance and Corporate Services	Carl Vincent
Director of Programmes	James Hawkins
Director of Provider Support and Integration	Tom Denwood (from 2:10pm)
Director of Information and Analytics	David Hughes
Director General for Community Care, DH	Tamara Finkelstein (from 2:40pm)
In attendance:	
Executive Office Secretariat	Nicola Rhodes
Executive Office Support	Nicola Walker
For item NHSD16 05 06 (NS)	
Director of Improvement	Isabel Hunt
Head of Estates and Facilities	Jonathan Campbell
Commercial Property Advisor from GPU	Neil Richardson
For item NHSD 16 05 07 (NS)	
Director of Strategy	Linda Whalley
For item NHSD 16 05 08 (NS)	
Director of Strategy	Linda Whalley
Capability Review Programme Head	Zoe Teal
For item NHSD 16 05 09 (NS)	
Programme Director	Martin Warden
Programme Director	Kemi Adenubi

1. **Chair's Introduction and Apologies** NHSD 16 05 01 (NS)

1.1 The Chair convened a non-statutory NHS Digital Board Development Day.

The Chair introduced the arrangements for the Board Development Day.

1.2 The Chair reported that he had received apologies from Sarah Blackburn, Non-Executive Director Professor Maria Goddard, Non-Executive Director, Sir John Chisholm, Non-Executive Director, Rachael Allsop, Director of Workforce and Professor Keith McNeil, NHS Chief Clinical Information Officer (CCIO)

2. **Governance** NHSD 16 05 02 (NS)

2.1 (a) Minutes of the non-statutory Board meetings on 26 & 27 October 2016 (paper)

The Board noted the minutes of the non-statutory Board meetings on 26 & 27 October 2016.

2.2 (b) Web version of the non-statutory Board meetings on 26 & 27 October 2016 minutes (paper).

The Board approved the publication of the web version of the minutes of the non-statutory Board meetings on 26 & 27 October 2016.

2.3 (c) Action Update (paper)

The Board noted the action update issued for information.

3. 3.1 **Chief Executives Report** (oral) NHSD 16 05 03 (NS)

Andy Williams introduced this item. The CEO reported on the following items:

National Data Services Development: The CEO advised the Board that a paper was in development on Data Architecture, which once finalised would become a paper for consultation. He spoke about decoupling initial delivery of DSP from ongoing discussions to align enterprise wide architecture. He advised that there had been agreement to sequence programme activity alongside planned National Data Guardian announcements and engagement.

The Board briefly discussed the handling of DSP communications.

HSCN: The CEO advised the Board that the Full Business Case (FBC) for Health Social Care Network (HSCN) had been approved the previous week.

Data Audits: The CEO advised the Board that a number of data audits within Clinical Commissioning Groups (CCGs) were being undertaken. Once finalised the audits would be published.

Ministerial meetings: The CEO advised that a meeting has been scheduled with Nicola Blackwood, Parliamentary Under Secretary of State. The primary focus of the discussion will be the Capability Review. A recent Secretary of State meeting has taken place, which focused on domain A and 111 Online.

Operational Challenges: The CEO advised that there had been few organisational challenges to report on linked to the implementation of the transformed organisation. Resource management remains an issue. A dedicated EMT meeting has been

scheduled to take place on Thursday 15 December 2016 to explore the issues further.

Genomics England Board Meeting: The CEO advised that he had recently attended a Genomics England board meeting; he spoke about the complex software development programme. Monthly meetings will take place between Genomics England and NHS Digital going forward.

Government Office for Science: The Board were advised that a meeting had taken place with Sir Mark Walport, Chief Scientific Adviser to the Government, which was an opportunity to talk to the research community about the DSP.

Association of the British Pharmaceutical Industry (ABPI): The CEO advised the board that a meeting with Mike Thompson from ABPI had taken place regarding the role of data and life sciences.

The Board noted the updates.

4. 4.1 a. **Paperless 2020 Update** (presentation) NHSD 16 05 04 (NS)

Paperless 2020 Prioritisation Update

Rob Shaw, Chief Operating Officer (COO) introduced this item and spoke to the slides describing the P2020 prioritisation process and criteria. He spoke about the development of milestone plans at programme level, which have been agreed at domain level with SROs. He advised the Board that programmes have been grouped into three categories, Accelerate, Proceed as planned and Recalibrate.

Re-categorised programmes were presented to the Board for consideration. It was noted that only elements of domains A, B and F would be accelerated, the remainder of the domains would proceed as planned.

Plans for acceleration include Citizen ID (Domain A), NHS.UK (Domain A), Personal Health Record (Domain A), Clinical Triage Platform (Domain B), Digital Referrals (Domain F) and Consultations (Domain F).

Domain C and E require recalibration. Work continues on the development and revision of the milestone plans.

The Board were informed that a revised list was scheduled for discussion and approval at Digital Delivery Board (DDB) on 11 January 2017. The Board discussed the content of the presentation at length and noted the update.

Paperless 2020 Update

Due to time constraints, the Board were signposted to a number of programme update reports contained within the pre-circulated boardpack, which summarised the programme's status, plans and challenges.

Rob Shaw briefly provided an update on the P2020 plan and summarised the financial position including affordability and it was noted that funding discussions remain ongoing. The Board discussed the matters raised by the presentation, observing that future presentations should include explicit consideration of the contents fit with social care and integrated care.

The Board received and noted the presentation.

5. 5.1 a. **2016-17 Business Plan and Budget Update** (presentation) NHSD 16 05 05 (NS)

Due to time constraints, this item was deferred until the next meeting.

6. 6.1 **a. Leeds Hub** (presentation) NHSD 16 05 06 (NS)

Carl Vincent introduced this item and Isabel Hunt, Jonathan Campbell and Neil Richardson from GPU attended to present. The purpose was to present to the Board the potential options for occupation of a single 'hub' HQ building in Leeds which will consolidate the existing four offices within central Leeds.

The Board noted the update observing that the Hub was a good opportunity with a number of benefits. It was noted that the new office estate could support staff recruitment, retention and improve staff morale.

7. 7.1 **a. Digital Transformation, Innovations and Partnerships** (presentation) NHSD 16 05 08 (NS)

Beverley Bryant introduced this item and Linda Whalley attended the meeting for the discussion. The purpose was to update the Board on the role of the Digital Transformation Directorate and set out the proposals for the establishment of the innovations and partnerships function.

The Board noted the presentation and proposal observing that that it was an ambitious proposal that would need prioritisation to ensure that it is achievable.

8. 8.1 **a. Capability Review Progress Update** (presentation) NHSD 16 05 07 (NS)

Carl Vincent introduced this item. Linda Whalley and Zoe Teal attended the meeting for the discussion. The purpose was to provide an update to the Board on the progress of the Capability Review, with particular reference to the key findings from the first phase of work, which involved significant engagement with key external stakeholders.

Linda Whalley spoke to a presentation and summarised the rationale behind the review, the approach and timeline and .Beverley Bryant, Rob Shaw and Carl Vincent spoke about the key recommendations for their respective workstreams.

The Board reflected on the key findings and recommendations, discussed the matters raised at length and noted the update.

Tom Denwood, Director of Provider Support and Integration joined the meeting.

Tamara Finkelstein, Director General for Community Care, DH joined the meeting.

9. 9.1 **a. GP Data** (presentation) NHSD 16 05 09 (NS)

James Hawkins and David Hughes introduced this item. Martin Warden and Kemi Adenubi attended the meeting for the discussion. The purpose was to ensure the Board shared a common understanding of the cross-government work on GP Data. Martin spoke to the presentation and provided a summary of current GP data flows, GP data uses and data extraction. He also spoke about GPES and DSP drivers for change.

The Board discussed the status of the work at length and the need for the programme to be clinically led. Discussion followed regarding clinical engagement and the responsibility for driving the programme forward.

10. 10.1 **Review of Board Effectiveness 2015-16 Update** (paper) NHS 16 05 10 (NS)

Sir Ian Andrews presented this item. The purpose was to update the Board on progress against the 12 actions arising from the review of Board Effectiveness review in 2015/16. The Board were advised that all actions are now either closed or had been superseded.

The Board noted the content of the report.

11. 11.1 **Forward Business Schedule** (paper) NHS 16 05 11 (NS)

12. **Any other Business** NHSD 16 05 12 (NS) (Subject to prior agreement with Chair)

The Board noted the Board Development Day Forward Business Schedule 2016-17.

James Hawkins, Director of Programmes spoke about a Chairs action that is required in regards to 111 Online.

The Chair thanked and congratulated Tom Denwood Director of Provider Support and Integration on the successful approval of the HSCN FBC.

The Chair thanked Sir Nick Partridge for his valuable contribution to the Organisation whilst in post as NED and wished him all the very best for the future. Sir Nick Partridge thanked the Board and spoke about the enjoyment of his time in post as NED at HSCIC and NHS Digital.

The Chair thanked the Board for all the efforts and contribution during 2016 and wished everyone a very Happy Christmas.

13. 13.1 **Background Paper(s)** NHSD 16 05 13 (NS) (for information)

(a) ICO Undertaking (paper) – for information only

The Board noted the ICO Undertaking paper for information.