

NHS Digital

Minutes of Board Meeting

Held at Olympia London (Apex Room), Hammersmith Rd, London W14 8UX

03 May 2017

Part 1 - Public Session

Present:

Noel Gordon	Non-Executive Director (Chair)
Sir Ian Andrews	Non-Executive Director (Senior Independent Director)
Dr Marko Balabanovic	Non-Executive Director
Daniel Benton	Non-Executive Director
Prof. Soraya Dhillon, MBE	Non-Executive Director
Prof. Sudhesh Kumar	Non-Executive Director
Rob Tinlin	Non-Executive Director

Rob Shaw	Interim Chief Executive Officer
Rachael Allsop	Director of Workforce
Beverley Bryant	Director of Digital Transformation
Prof. David Hughes	Director of Information & Analytics
Carl Vincent	Director of Finance and Corporate Services

Prof. Keith McNeil	NHS Chief Clinical Information Officer (CCIO), (NHS England representative)
Prof. Martin Severs	Medical Director and Caldicott Guardian

In attendance:

Tom Denwood	Director of Provider Support and Integration from 10:00 – 11:45 am
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Chris Jarvis	Secretary to the Board
Dean White	Head of Business & Operational Delivery attended as an observer

For Item NHSD 17 01 04 a

James Palmer	Programme Head
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1. Chair's Introduction and Apologies **NHSD 17 01 01 (P1)**

1.1 The Chair convened a meeting of the NHSD Digital Board.

1.2 The Chair reported that he had received apologies from Dr Sarah Blackburn, Non-Executive Director,

The Chair confirmed that the meeting was quorate. He also made reference to the period of Purdah that was in place during the election period, noting the Cabinet Office guidance in place in this respect.

2. Declaration of Interests and Minutes **NHSD 17 01 02 (P1)**

2.1 (a) Register of Interest (paper) **NHSD 17 01 02 (a) (P1)**

The Board agreed that the register of interests was correct.

The Chair asked Board members to make declarations of interest for the Agenda items listed.

2.2 (b) Minutes of Board Meeting on 28 March 2017 (paper) **NHSD 17 01 02 (b) (P1)**

The Board ratified the minutes of the meeting Part 1 held on 28 March 2017.

2.3 (c) Matters Arising (oral) **NHSD 17 01 02 (c) (P1)**

There were no matters arising not covered on the agenda.

2.4 (d) Progress on Action Points (paper) **NHSD 17 01 02 (d) (P1)**

The Board noted the progress on action points resulting from the previous meetings.

3. Strategic Delivery and Operational Performance **NHSD 17 01 03 (P1)**

3.1 (a) Board Performance Pack (paper) **NHSD 17 01 03 (a) (P1)**

The Interim CEO presented this item the purpose being to provide the Board with a summary of NHS Digital's performance for March 2017. He noted that a comprehensive review of KPIs was due to be carried out at the end of June.

General issues were noted as follows;

- The importance of the NHS England document; *Next Steps on the NHS Five Year Forward View*, in shaping and providing context to the future environment.
- Identifying the commitments that NHS Digital has made to NHS England. The Director of Finance and Corporate Affairs noted that this could be included in the progress tool through the quarterly Business Plan review and this principle was agreed.
- Determining the Digital Delivery Board (DDB) view of progress within NHS Digital

Performance during March was noted, with particular reference to;

1. **Programme Achievement**; reported as amber green with overall delivery confidence across all programmes as 64.3%, with a recent go live noted as Widening Digital Participation
2. **IT Service Performance**; reported as green with 98.1% of services (53 out of 54) achieved their availability target. It was recognised that this is a significant

step forward

3. **Organisational Health**; reported as amber, noting that the “path to green” is dependent on workforce planning actions including alternative sourcing models. Areas of particular discussion were as follows;
 - I. Graduate recruitment and the step improvement that is being achieved
 - II. The important role of apprenticeships
 - III. The relevance of Masters’ Programmes in creating an awareness of the environment
 - IV. How the recruitment value proposition is developed
 - V. The Interim Chief Executive confirmed that these issues are being addressed and developed

4. **Financial Management**; reported as red. It was noted that the budget for the year was materially restated at M9 to recognise funding realignment from DH and NHS England into NHS Digital. Areas of particular discussion were as follows;
 - I. The reasons for the projected underspend for the year, noting that the delivery timescale of some programmes has slipped
 - II. The challenge on programme delivery undertaken taken through Business Plan reviews
 - III. The extent to which the forecast underspend constitutes a material issue, in the particular context of acceptable tolerance levels
 - IV. The importance of being advised of projected underspends as soon as possible, together with the ability to have a prioritised pressures list
 - V. It was noted that further detail would be provided in the next report.

Having regard to the points discussed, the Board noted the report.

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| 4 | Strategy and Capability | NHSD 17 01 04 (P1) |
| 4.1 | <u>(a) Child Protection Information Sharing (CP-IS) (paper)</u> | NHSD 17 01 04 (a) (P1) |

Beverley Bryant, Director of Digital Transformation presented this item. The purpose was to brief the board on recent progress on the Child Protection – Information Sharing project.

By way of background, it was noted that the Child Protection – Information Sharing (CP-IS) project links information about vulnerable children between social care and unscheduled NHS care settings via the NHS Spine.

A review of the programme by NHS Digital and NHS England, recognised that new milestones should be set for the project and the approach to delivery reconsidered.

Accordingly, improvements and changes to the approach to implementation have been introduced to improve implementation uptake namely, (i) stakeholder management (ii) co-ordinated deployment across Health and Social Care and Health (iii) Local Authority Funding (iv) Engaging with suppliers (v) communications and (vi) support from other NHS Digital Teams.

Key issues raised through wide ranging discussion were as follows;

- The publicity associated with the programme
- The importance of providing a visual trajectory
- In answer to a question from the Chair, the Director of Digital Transformation confirmed that there was a high level of confidence for delivery of the new schedule

- It was noted that there is a comprehensive Child Protection training System in place
- A comment was made that it would be helpful to get a sense of the incidence of children at risk, although it was noted that it was early in the process to establish that information.
- In response to a question concerning delivery milestones, the Director of Digital Transformation said that the figures identified represented significant levels of ambition
- The importance of ensuring effective mobilisation on the ground and recognising the impact of human factors
- In terms of keeping pace with the programme, the Interim Chief Executive made reference to the high priority being accorded to the programme
- Possible impediments to implementation were noted with particular reference to software suppliers prioritising making the required changes to their systems.

Following discussion, the Board;

- I. Noted the progress and actions in hand outlined in the paper to accelerate progress in CP-IS deployment**
- II. Noted the revised delivery milestones, reflecting a more realistic deployment**
- III. Noted there would be more frequent and detailed reporting within the Performance Dashboard.**

4.3 (b) NHS Digital Social Care – update briefing (paper)

NHSD 17 01 04 (b) (P1)

Tom Denwood, Director of Provider Support and Integration introduced this item. James Palmer, Programme Head, attended the meeting to present. The purpose was to brief the Board on the ongoing work of NHS Digital and the National Social Care Advisory Group to support social care priorities across the Paperless 2020 portfolio.

Through the report presented, it was noted that this initial work and investment includes specific project delivery for a clearly defined set of projects, including;

- I. A structured messaging exchange service to streamline discharge from acute settings to local authority social care
- II. An innovation investment fund for Local Authorities
- III. Support for Care Homes to improve Information Governance to access NHS Mail.

Discussion took place on a number of issues;

- The significance of Integrated Care, and the importance of including children's services in this work
- The importance of maintaining public trust
- Working in conjunction with Social Care in considering Dame Fiona Caldicott's report
- The significant piece of work to be carried out in relation to Child Health
- Cyber Security guidance for Care Homes, including Penetration Testing
- The Interim Chief Executive emphasised the importance attached to the continued development of social care priorities
- The Chair made reference to ensuring that this was placed in the bigger context of Integrated Care, within a holistic approach.

Having been advised that this issue would be brought back to the September Board Meeting, the Board noted the report.

5 Governance and Assurance

5.1 (a) Directions for Acceptance: NHSD 17 01 05 (a) (P1)

(i) Personal Health Budget Data Set (paper) NHSD 17 01 05 (a)(i)
(P1)

The Director of Information & Analytics presented this item.

The Board, being satisfied with the information and assurances provided, accepted the Direction.

5.2 (b) Board assurance of Investment Decisions. Proposal to establish an Investment Committee NHSD 17 01 05 (b) (P1)

Carl Vincent, Director of Finance and Corporate Services presented this item. The purpose was to secure approval for the Board to establish a sub-Committee to oversee the assurance of investment decisions.

The Board noted the expectation that the volume and value of investment proposals arising from the P2020 portfolio would increase over the coming months, making difficult the provision of timely approvals within the scheduling of Board Meetings.

Having noted that (i) the Digital Delivery Board (DDB) was comfortable with the proposal and (ii) the Investment Committee (IC) would report to each statutory meeting of the NHS Digital Board, the Board approved the establishment of an Investment Committee as a sub-committee of the NHS Digital Board, to be chaired by Noel Gordon, Chair of NHS Digital, and also approved the Terms of Reference as presented.

5.3 (c) Modern Slavery Act 2015 – Implications for NHS Digital (paper) NHSD 17 01 05 (c) (P1)

Carl Vincent, Director of Finance and Corporate Services presented this item. The purpose was to provide the Board with a summary of changes in UK law relating to supply chain transparency brought about by the Modern Slavery Act 2015 (Act) and the need for NHS Digital to take appropriate and proportionate action to ensure slavery and human trafficking is not taking place in its business or its supply chains.

Mr Vincent reported that NHS Digital commits to ensuring that the necessary measures are in place to complete and enact the required Statutory Statement, which will then be published on the NHS Digital web site. It was further noted that compliance to the Act will be reporting annually in the Annual Report and Accounts, commencing in 2017/18.

The Board noted the current position and supported the proposed actions going forward.

5.4 (d) National Back Office (NBO) Review Position (oral) NHSD 17 01 05 (d) (P1)

Sir Ian Andrews, Senior Independent Director reported that no further action would be taken on this issue until the period of Purdah had concluded.

6 Any Other Business (subject to prior agreement with chair) NHSD 17 01 06 (P1)

6.1 There was no other business.

- 7 Background Papers (for information) NHSD 17 01 07 (P1)**
- 7.1 (a) Board Forward Business Schedule (paper) NHSD 17 01 07 (a) (P1)
- The Board noted this paper for information.**
- 7.2 (b) Forthcoming statistical Publications (paper) NHSD 17 01 07 (b) (P1)

The Board received this paper for information, having noted the Chair's comment that the publications listed were not impacted by the Purdah arrangements in place.

8 Date of Next Meeting

- 8.1 The next statutory Board meeting will take place on 31 May 2017.

The Board resolved that pursuant to the Public Bodies (Admission to Meetings) Act 1960 that representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest' (Section 1 (2) Public Bodies (Admission to Meetings) Act 1960).

Table of Actions:

Paper Ref	Action Reference	Action Owner
NHSD 17 01 03	Board Performance Pack; comprehensive review of KPIs due to be carried out at the end of June	Carl Vincent; Director of Finance and Corporate Services
NHSD 17 01 04 (a) P1	CP-IS paper; implementation of actions identified to ensure that milestones are met	Beverley Bryant, Director of Digital Transformation
NHSD 01 04 (b) (P1)	NHS Digital Social Care – update briefing	Tom Denwood, Director of Provider Support and Integration

Agreed as an accurate record of the meeting	
Date:	
Signature:	
Name:	Noel Gordon
Title:	NHS Digital Chair