

**Health and Social Care Information Centre**  
**Minutes of Board Meeting – Wednesday 14 May 2014**

**Public Session**

**Present:**

Chair	Kingsley Manning
Non-Executive Directors:	Sir Ian Andrews Sir John Chisholm Prof. Marie Goddard Jan Ormondroyd Sir Nick Partridge
CEO	Andy Williams
Executive Directors:	
Director of Human Resources	Rachael Allsop
Director of Information and Analytics	Max Jones
Director of Operations and Assurance Services	Rob Shaw
Director of Finance and Corporate Services	Carl Vincent
<b>In attendance<sup>1</sup>:</b>	
Caldicott Guardian and Lead Clinician	Martin Severs
National Director of LSP Delivery	Tom Denwood
Director of Programmes	James Hawkins
Secretary to the Board	Annabelle McGuire

---

<sup>1</sup> The Secretary to the Board maintains a separate record of members of the public and those representing stakeholder organisations attending the public session of the Board as observers.

## 1 **Chair's Introduction and Apologies** (HSCIC 14 02 01)

- 1.1 The Chair convened a meeting of the HSCIC Board. He welcomed the observers from stakeholder organisations. He also welcomed Martin Severs, Caldicott Guardian and Lead Clinician, to his first Board meeting and observed his right to advise and guide the Board on relevant matters.
- 1.2 There were no apologies were received.

## 2 **Declaration of Interests and Minutes** (HSCIC 14 02 02 )

- 2.1 (a) Register of Interests (paper): HSCIC 14 02 02 (a)  
The Board Register of Interests was confirmed as correct with one addition, James Hawkins Director of Programmes, stated he was now a Parent Governor at St Peters Church of England Primary School, Harrogate.
- 2.2 (b) Minutes of Board meeting on 02 April 2014 (paper): HSCIC 14 02 02 (b)  
The Board ratified the minutes of the meeting on 02 April 2014 as correct.
- 2.3 (c) Progress on action points (paper): HSCIC 14 02 02 (c)  
The Board noted the progress on action points arising from the previous meeting.
- 2.4 (d) Matters Arising: HSCIC 14 02 02 (d)  
There were no matters arising discussed.

## 3 **Governance/Accountability** (HSCIC 14 02 03)

- 3.1 (a) Preparation of Annual Report and Accounts for HSCIC: progress update (paper): HSCIC 14 02 03 (a)  
The Director of Finance and Corporate Services presented this item. The purpose was to provide the Board with the Annual Report and accounts timetable and progress made to date. He informed the Board that the timetable was challenging due the additional work involved in completing the first audit of the new organisation, so it would not be possible to complete the Accounts for the Board meeting on 4th June. The Board agreed to re-schedule approval of the Accounts 2013-14 to later in June, an additional Board meeting would be arranged. It was confirmed that the revised timetable would meet the requirements of the National Audit Office and the Department of Health.

**Action: Secretary to the Board**

The Board requested that the Director of Finance and Corporate Services prepare a progress update for the 04 June Board meeting.

**Action: Director of Finance and Corporate Services**

- 3.2 (b) ALB<sup>2</sup> Non-Executive Director Alignment (HEE<sup>3</sup>) (paper): HSCIC 14 02 03 (b)  
The Chair presented this item, the purpose was to provide a breakdown of the HSCIC'S Non-Executive Directors' areas of responsibility following a request from Sir Keith Pearson, the Chair of HEE in November 2013. The Chair informed the Board that Non-Executive Director objective setting was underway, which would include identifying areas of special interest and responsibility. He also intended to consult with the CEO on this matter. Once the discussions had taken place, a decision would be taken in respect to engagement across other ALB's.
- 3.3 (c) Board Forward Business Schedule for 2014-15 (paper): HSCIC 14 02 03 (c)  
The Board noted the Board Forward Business Schedule for 2014-15.

---

<sup>2</sup> Arms Length Body

<sup>3</sup> Health Education England

## 4 **Business/Performance** (HSCIC 14 02 04)

- 4.1 (a) i Board Performance Pack (paper): HSCIC 14 02 04 (a) i  
The CEO presented this item. The purpose was to provide the Board with a summary of performance in March and other management information.

He highlighted the following items:

- Programme Achievement, he updated the Board in respect to a number of complex and challenging programmes.
- He provided an update on service performance and high severity incidents.
- He reported on the Reputation KPI<sup>4</sup>, which was rated as amber.
- The Director of Finance and Corporate Services provided an update on Finance, and reported that the main issue for 2013-14 remained the organisational underspend, which was mainly due to a high number of vacancies.
- The Director of Human Resources reported on Organisational Health, which it was noted was also covered elsewhere on the agenda.
- The Director of Information and Analytics reported that there was work on-going to enhance the Information Quality and Usefulness of Service KPI's. The Board noted data quality was a fundamental issue for the organisation and requested that a paper be tabled at a subsequent Board that covered work in this area.

**Action: Director of Information and Analytics**

- 4.2 (a) ii Proposed Review of Performance Packs (paper): HSCIC 14 02 04 (a) ii  
The CEO presented this item. The objective was to set out a proposed review of the organisational performance packs in order to deliver improvements in their clarity, accessibility, relevance and impact. He informed the Board there would be a series of interviews with Board members and other senior staff within the organisation, and he asked the Board to note that it may take up to three months to see the improvements, this was mainly due to the number of interviews that would need to take place. The Board noted the paper and were supportive of the work.

- 4.3 (b) Care.data Programme Update (paper): HSCIC 14 02 04 (b)  
The Director of Information and Analytics presented this item. The aim was to set out the work that is taking place to enable successful delivery of the care.data programme, particularly in relation to the public awareness campaign (extension period) and subsequent primary care data extract, as well as key programme controls including the business case and assurance. The Board noted the contents of the paper.

- 4.4 (c) Internal Auditors: management update (paper): HSCIC 14 02 04 (c)  
The Director of Finance and Corporate Services presented this item. The purpose of the paper was to update the Board on the internal audit arrangements. As Board members wished to consider sensitive commercial issues with respect to this item, the Board agreed to defer the discussion to the private session of the Board.

## 5 **Strategic/Policy** (HSCIC 14 02 05)

- 5.1 (a) Transformation Programme Report (paper): HSCIC 14 02 05 (a)  
The Director of Human Resources presented this item. The purpose was to update the Board on the progress made during 2013-14 on the HSCIC Transformation Programme and to outline the high-level approach to be taken in 2014-15. She informed the Board that a Transformation Programme Board was scheduled for 22 May. The Board asked for further information with regard to how staff were coping with the level and complexity of change. The Director of Human Resources stated that it was a mixed picture across the organisation however, work was on-going in respect to staff engagement. The CEO stated there would be a reconsideration of the transformation agenda alongside strategy discussions with the Executive Management Team. The Chair asked the Director of Human Resources to convey the Board's thanks to the Champions for Change for their commitment to the Transformation Programme. The Board requested that the paper was developed and brought back to the Board in September, which would cover a more detailed revised

---

<sup>4</sup> Key Performance Indicator

approach.

**Action: Director of Human Resources**

5.2 (b)HSCIC Hosting Strategy (paper): HSCIC 14 02 05 (b)

The Director of Operations and Assurance Services presented this item: The aim was to seek approval of the strategy for the hosting of all HSCIC I.T. systems and services. The Board expressed some reservations regarding the paper. In particular, it was not clear what the process for decision making was. The Board requested that the Director of Operations and Assurance Services extended discussions to ensure that all the issues and options were understood in line with an appropriate timetable that ensured business continuity. The Board deferred the item to return at a later date.

**Action: Director of Operations and Assurance Services**

5.3 (c)HSCIC Security Operations Proposal (paper): HSCIC 14 02 05 (c)

The Director of Operations and Assurance Services presented this item: The objective was to propose the establishment of an HSCIC wide Security Operations framework to deliver an operational security function to meet the challenges of the Cyber Security programme. He informed the Board this was a model to change the organisational approach, and to enhance the incident management process. It was noted that this item had been discussed at the inaugural Information Assurance and Cyber Security Committee (IACSC) meeting on 13 May. The Board noted the update and were supportive of the work.

5.4 (d)Information Assurance and Information Governance (IG): external focus (paper): HSCIC 14 02 05 (d)

The Director of Operations and Assurance Services presented this item: The paper proposed the role of the HSCIC in system wide Information Governance (IG) matters. The paper covered three areas contributing to system wide IG matters, the IG Alliance, the Code of Practice for Confidential Information and the Cyber Security Programme. The Board noted that it would be beneficial to have links with social care and Local Authorities, and that it was necessary to have service user, public and patient representation. The Board noted the contents of the paper and were supportive of the general approach.

6 **Any Other Business** (HSCIC 14 02 06)

6.1 There were no items of any other business discussed.

7 **Background Paper(s)** (HSCIC 14 02 07)

7.1 (a) Forthcoming Statistical Publications (paper): HSCIC 14 02 07 (a)

The Board noted the paper for information, which described the HSCIC Official Statistics publications planned for the forthcoming three-month period. The paper also included media coverage for press released Official Statistics publications and web activity for publications in March 2014. The Director of Information and Analytics highlighted the publication focussing on older people, scheduled for publication on 17 June, to the Board.

8 **Board Resolution on Private Session**

8.1 The HSCIC Board passed a resolution pursuant to the Public Bodies (Admissions to Meetings) Act 1960 representatives of the press and other members of the public be excluded from the remainder of the 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) (Admissions to Meetings) Act 1960).

8.2 The date of the next Board meeting was arranged to be 04 June 2014.

**Table of Actions:**

<b>Action</b>	<b>Action Owner</b>
Preparation of Annual Report and Accounts for HSCIC: The Board agreed to re-schedule approval of the Accounts 2013-14 to later in June, an additional Board meeting would be arranged.	Secretary to the Board
Preparation of Annual Report and Accounts for HSCIC: The Board requested that the Director of Finance and Corporate Services prepare a progress update for the 04 June Board meeting.	Director of Finance and Corporate Services
The Board noted data quality was a fundamental issue for the organisation and requested that a paper be tabled at a subsequent Board that covered work in this area.	Director of Information and Analytics
Transformation Programme Report: The Board requested that the paper was developed and brought back to the Board in September, which would cover a more detailed revised approach.	Director of Human Resources
HSCIC Hosting Strategy: The Board requested that the Director of Operations and Assurance Services extended discussions to ensure that all the issues and options were understood in line with an appropriate timetable that ensured business continuity. The Board deferred the item to return at a later date.	Director of Operations and Assurance Services