

**Health and Social Care Information Centre
Minutes of Board Meeting – Wednesday 03 September 2014**

Public Session

Present:

Chair	Kingsley Manning
Non-Executive Directors:	Sir Ian Andrews Sir John Chisholm Prof. Maria 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

In attendance¹:

Chief Technology Officer	Peter Counter
National Director of LSP ² Delivery	Tom Denwood
Director of Programmes	James Hawkins
Caldicott Guardian and Lead Clinician	Prof. Martin Severs
Secretary to the Board	Annabelle McGuire

¹ 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.

² Local Service Provider

1. **Chair's Introduction and Apologies** (HSCIC 14 06 01)
 - 1.1 The Chair convened a meeting of the HSCIC Board. He welcomed the observers attending the Board meeting, and welcomed Board members back following the summer break.
 - 1.2 No apologies had been received.
2. **Declaration of Interests and Minutes** (HSCIC 14 06 02)
 - 2.1 (a) Register of Interests (paper): HSCIC 14 06 02 (a)
The register of interests was confirmed as correct.
 - 2.2 (b) Minutes of Board meeting on 02 July 2014 (paper): HSCIC 14 06 02 (b)
The Board ratified the minutes of the meeting on 02 July 2014 as correct.
 - 2.3 (c) Progress on action points (paper): HSCIC 14 06 02 (c)
The Board noted the progress on action points arising from the previous meeting.
 - 2.4 (d) Matters Arising: HSCIC 14 06 02 (d):
 - The Chair thanked the Director of Operations and Assurance Services and his team for the successful transition of Spine 2, emphasising that this was a notable achievement.
 - The Chair thanked the Executives Directors for their presentations and input to a successful meeting with the Department of Health Permanent Secretary and her team who had attended the HSCIC on 18/07/2014.
3. **Transparency and Governance** (HSCIC 14 06 03)
 - 3.1 (a) Enhancing Transparency and Governance: HSCIC 14 06 03 (a)
 - i. Revised Corporate Governance Manual (paper) HSCIC 14 06 03 (a) i
ii. Revised Board, Assurance and Risk Committee and Remuneration Committee Terms of Reference (papers x 3) HSCIC 14 06 03 (a) ii
The Director of Finance and Corporate Services presented this item. The purpose was to seek Board approval for the amended Corporate Governance Manual and for the revised Terms of Reference for the HSCIC Board, Assurance and Risk Committee, and the Remuneration Committee. The main changes were the inclusion of information on the Information Assurance and Cyber Security Committee and the Senior Independent Director. He informed the Board the documents had been to the Assurance and Risk Committee on 03/07/2014 as part of the review process. The documents had been tidied up, minor inconsistencies corrected and the formatting had been standardised. The Director of Human Resources noted that some minor technical amendments were required with regard to the Remuneration Committee. The Board resolved to approve the documents subject to the changes as discussed.
 - iii. Board meeting dates 2015-16 (paper) HSCIC 14 06 03 (a) iii
The Chair presented this item. The purpose was to agree the HSCIC Board schedule of dates and locations for 2015-16. The Board noted the topics for the open seminars, and requested the inclusion of items from the academic sector and the research community. The Board resolved to approve the schedule of dates and locations for 2015-16 for the HSCIC Board meetings.
 - iv. Board Forward Business Schedule 2014-15 (paper) HSCIC 14 06 03 (a) iv
The Board noted the forward business schedule.
 - 3.2 (b) Sub-Committee Reports: HSCIC 14 06 03 (b)
 - i. Information Assurance and Cyber Security Committee (IACSC): 02 July 2014 (oral) HSCIC 14 06 03 (b) i
Sir Ian Andrews, Chair of the IACSC, informed the Board that there had been good attendance at the second committee meeting from across Government organisations. Staff Security and Validation had been discussed and there were on-going communications

between the Director of Human Resources and the Centre for the Protection of National Infrastructure (CPNI). He noted the crisis management exercise held for the executive directors in August from which a number of important lessons had been identified which would inform future planning. An internal audit report had been presented regarding the security of BT SUS³, and the proposal for an internal operational security framework had been further considered and advice provided. Discussions were on-going regarding supporting the security of the wider health and social care system. The Committee would meet again later that day.

ii. Assurance and Risk Committee (ARC): 03 July 2014 (oral) HSCIC 14 06 03 (b) ii
Sir Ian Andrews, interim Chair of the ARC, reported that he had written to the Chair of the Department of Health ARC drawing attention to the issues of accounting for assets by the HSCIC's precursor organisations exposed by the different level of materiality in the HSCIC accounts. The revised Corporate Governance Manual had been reviewed and was recommended to the Board for adoption, and an additional whole system delivery risk had been recommended for inclusion on the corporate risk register. The Internal Audit programme for 2015-16 was to be revised and agreed with the HSCIC's Accounting Officer, this would be considered by the ARC at its next meeting on 10/09/2014. Progress on an assurance map and the audit dashboard had been discussed, and feedback had been provided to the executive management team. A new Head and Internal Audit had been appointed who would take over the role at the next ARC meeting. The Committee had advised on the plans for transition of Spine 2, which had subsequently been completed successfully. The Board Chair informed Board members that a preferred candidate for the position of permanent ARC Chair had been identified. An announcement would be made once final clearances were in place.

4. **Business and Performance Reporting** (HSCIC 14 06 04)

4.1 (a) Board Performance Pack (paper): HSCIC 14 06 04 (a)

The CEO presented this item. The purpose was to provide the Board with a summary of performance in July. He highlighted the revised format, and that the presentation would be kept under review. Additional suggestions on improvements could be emailed to the Director of Finance and Corporate Services. The Board noted the contents of the performance pack.

The following Key Performance Indicators (KPI) were discussed, the CEO informed the Board that a number of these had been deliberated in depth in a recent Executive Management Team meeting:

- Programme Achievement: he reported that a plan was in development to move towards a green rating, which included managing cross system approval processes.
- I.T. Service Performance: this was red in the period due to a security certificates issue and an ATOS outage, the forecast for the next period was green.
- Organisational Health: the CEO informed the Board this KPI was being redesigned to improve the monitoring of the required organisational outcomes. The Director of Human Resources reported on the programme of work that was underway within the directorate to resolve all remaining issues. She reported the organisation was on target to hit the planned increase in funded establishment but there remained pockets of 'hard to fill' posts which were being addressed through strategic pay and remuneration approaches.
- Financial Management: this was green primarily as the organisation was forecasting meeting its budget for the financial year.
- Reputation: the CEO informed the Board there had been some recent positive media reports which were shifting things in the right direction. There had been a broadly positive reaction to the Partridge report. The hits on the web site had been increasing, conversely feedback on the web site had not been as encouraging. He noted the planned web site redevelopment later in the year.
- Data Quality: it was noted that executive management team had undertaken focussed consideration of this indicator as the status had been red for some time. As a consequence the Director of Information and Analytics reported that the KPI was being redesigned to enhance the monitoring of the required organisational performance. The

³ Secondary Uses Service

Board noted that data quality was a statutory duty for the HSCIC.

- 4.2 (b) HSCIC Corporate Performance Framework Update (paper): HSCIC 14 06 04 (b)
The Director of Finance and Corporate Services presented this item. The purpose of the paper was to report the outcome of the review of the performance packs, and to propose the introduction of a corporate performance framework. The Board noted that corporate performance monitoring should align with the HSCIC's statutory obligations, the Framework Agreement with the Department of Health and the Statement of Strategic Objectives between the Department and the HSCIC. Alignment particularly with the CEO's objectives was also noted. The CEO highlighted the quarterly operational directorate meetings that had commenced, which were being held to undertake deep dives into particularly challenging areas. The Executive Directors confirmed that value was being added through the work undertaken on corporate reporting. The Board noted the update. The Board request a discussion on the management of organisational performance at the 17/12/2014 Board Strategy Session.

Action: Director of Finance and Corporate Services

- 4.3 (c) Corporate Risks and Issues Progress Update (paper): HSCIC 14 06 04 (c): HSCIC 14 06 04 (c)
The Director of Finance and Corporate Services presented this item. The purpose was to provide initial analysis and proposals for the development of risks as lead indicators for the achievement of corporate KPI's. He informed the Board that there were 48 risks underlying the eight corporate risks, and work was underway to align them to the KPI's. It was observed that currently the majority of indicators were trailing rather than leading indicators. The Board noted that the corporate risks would be discussed at the Assurance and Risk Committee on 10/09/2014. The Board noted the useful update, observing that the work was on-going.

- 4.4 (d) i. Partridge Review Recommendations Progress Update (paper): HSCIC 14 06 04 (d) i
ii. Data Releases update (papers x 2): HSCIC 14 06 04 (d) ii
The Director of Information and Analytics presented three papers in support of this item. The purpose was to provide the Board with an update on the HSCIC response to the recommendations made by Sir Nick Partridge following publication of the PwC⁴ review of data releases by the NHS Information Centre, plus to provide the Board with an update on progress made in areas relating to the release and sharing of data. In addition, in response to a Board action the aim was to provide a list of Data Releases from HSCIC Predecessor Organisations. In respect to this work, data releases from the former Connecting for Health (CfH) were proving relatively straightforward to identify, and those from the former Strategic Health Authorities (SHA) were more challenging to distinguish. He reported on the useful stakeholder engagement event held on 21/07/2014. He informed the Board that the next data register was due for release on 02/10/2014, and that the backlog being broadly on track was being managed with rigorous monitoring. He highlighted that some processes in respect to managing the backlog required refinement. It was noted that data processed in 'data labs' or 'reading rooms' would be of a highly sensitive nature, i.e. patient confidential data containing identifiers. The Board requested that a full recommendation and action status report, incorporating the wider list, be tabled at the November Board meeting. The Board noted the update papers.

Action: Director of Information and Analytics

5 **Supporting the Health and Social Care System (HSCIC 14 06 05)**

- 5.1 (a) Code of Practice on Confidential Information (paper): HSCIC 14 06 05 (a)
The Director of Operations and Assurance Services presented this item. The purpose was to provide an update on the HSCIC consultation as part of the requirement to publish a code of practice on confidential information and to propose an approach to approval and publication of that code. It was noted that publishing a code of practice on confidential information is a statutory duty for the HSCIC. The advice from stakeholders was that the code should be aligned with the regulations concerning Accredited Safe Havens (ASH). The Board resolved to publish the Code of Practice with alignment to the imminent regulations concerning ASH's if possible, noting that the Code of Practice publication date would not be

⁴ Pricewaterhousecoopers

extended beyond 30/11/2014.

- 5.2 (b) Secretary of State for Health's (SoS) Commission for the Protection of Patient Data Update (paper): HSCIC 14 06 05 (b)
The Director of Operations and Assurance Services presented this item. The purpose of the paper was to provide an update on the Cyber Security Programme. He highlighted that there are three main risks around resourcing, procurement and testing, which are being actively managed and are reducing or stable. The Board noted that it was important to have a Senior Responsible Owner (SRO) or sponsor from the Department of Health for the SoS commission. The Chair noted that it was fundamental to develop an overall plan for the work programme. The Director of Operations and Assurance Services observed that the item would be discussed further at the Information Assurance and Cyber Security Committee, which was also being held later the same day.

- 5.3 (c) Outline Proposal to Assess and Develop the HSCIC's Work with Social Care (paper): HSCIC 14 06 05 (c)
The CEO presented this item. The purpose was to provide an update for the Board on the work currently progressing to review and refresh the HSCIC's work with the adult social care sector. He informed the Board that Andrew Cozens, the Management Consultant engaged to assist with the work, was currently speaking with the non-executive directors. He was also scheduled to speak at the Board Strategy Session on 29/10/2014. The Board noted the update.

6 **Strategic and Policy Items** (HSCIC 14 06 06)

- 6.1 (a) Transformation Programme Report (paper): HSCIC 14 06 06 (a)
The Director of Human Resources presented this item. The purpose was to provide an update for the Board on the progress of the Transformation Programme. She asked the Board to note that the scope, priorities and approach for transformation for 2014-15 would be reconsidered once the emerging HSCIC Strategy is agreed. The Board noted the update.
- 6.2 (b) Directions for the Establishment of Spine 2 Services (paper): HSCIC 14 06 06 (b)
Professor Martin Severs, Caldicott Guardian and Lead Clinician, presented this item. The purpose was to ratify the decision to accept the Directions from the Department of Health. The Board observed that NHS Spine Service is the national I.T. infrastructure used by the NHS to support patient care, and the Directions provided the legal basis under which the HSCIC will operate Spine Services. The Board resolved to accept the Directions.

7. **Any other Business** (HSCIC 14 06 07)

- 7.1 There were no items of any other business discussed.
- 7.2 The Board noted the background papers issued for information.

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 public Board meeting was arranged for 26 November 2014.

Table of Actions:

Action	Action Owner
HSCIC Corporate Performance Framework Update: The Board request a discussion on the management of organisational performance at the 17/12/2014 Board Strategy Session.	Director of Finance and Corporate Services
Data Releases update: The Board requested that a full recommendation and action status report, incorporating the wider list, be tabled at the November Board meeting.	Director of Information and Analytics