

Health and Social Care Information Centre
Minutes of Board Meeting – Wednesday 05 March 2014

Public Session

Present:

Chair Kingsley Manning

Non-Executive Directors: Sir Ian Andrews
Lucinda Bolton
Sir Nick Partridge
Mike Pearson

CEO Alan Perkins

Executive Directors:

Director of HR and Transformation Rachael Allsop
Director of Data and Information Services Max Jones
Director of Finance and Corporate Services Carl Vincent

In attendance:

Director of LSP Delivery Tom Denwood
Director of Operations and Technical Services Rob Shaw
Board Secretary Annabelle McGuire

Observers:

HSCIC CEO Designate Andy Williams
DH Sponsor Team Vicky Cave
DH Sponsor Team Andrew Derbyshire
NHS England Sandra Taylor-Farrell
Royal College of Nursing Trevor Peel
HSCIC Eileen Phillips
HSCIC Chris Hewitt
HSCIC Steve Bruggenwirth
HSCIC Steve Webster
HSCIC Rich Wild
HSCIC Linda Whalley

1 Chair's Introduction and Apologies (HSCIC 13 14 01)

1.1 The Chair convened a meeting of the HSCIC Board.

The Chair welcomed the observers attending the public session of the Board; in particular he welcomed Andy Williams CEO designate.

1.2 Apologies were received from the vice Chair non-Executive Director Tony Allen, Executive Director of Clinical and Public Assurance Mark Davies, and the Director of Programme Delivery James Hawkins.

- 1.3
- As it was their last meeting, the Chair offered appreciation and thanks to Non-Executive Directors Lucinda Bolton and Mike Pearson for their dedicated and committed work for both the HSCIC and the former NHS IC¹.
 - The Chair requested that thanks be recorded for Dr Mark Davies, Director of Public and Clinical Engagement, who was leaving the HSCIC on 31/03/2014 for his dedicated and committed work for the HSCIC and the former NHS IC.
 - As it was also his last meeting the Chair thanked CEO Alan Perkins for his exemplary work for the HSCIC during the previous twelve months, highlighting the substantial progress that had been made during the transition year.
 - The Chair also offered appreciation and thanks to Tony Allen, vice Chair and Non-Executive Director, who was due to leave the HSCIC at the end of his tenure of appointment on 31/03/2014 and was absent from the meeting. The Chair informed the Board that because a new Chair for the HSCIC Assurance and Risk Committee had yet to be appointed he intended to ask Tony Allen to continue in post for a short while to cover the intervening period.

2 Declarations of Interest and Minutes (HSCIC 13 14 02)

2.1 (a) Register of Interests: The Board Register of Interests was confirmed as correct.

2.2 (b) Minutes of Board meetings on 05 February 2014: The Board ratified the minutes of the meeting on 05 February 2014 as correct, with one amendment to be made to a date in item HSCIC 13 13 04 (b).

Action: Secretary to the Board

2.3 (c) Progress on action points: The Board noted the progress on action points arising from the previous meeting.

2.4 (d) Matters Arising: The Board noted the following matters arising:

- The Chair informed the Board of the appointment of five Non-Executive Directors to the HSCIC from 01/04/2014.
 - Sir Ian Andrews
 - Sir John Chisholm
 - Professor Maria Goddard
 - Sir Nick Partridge
 - Jan Ormondroyd
- The Chair informed the Board Peter Knight would be joining the HSCIC as Director of Strategy from 01/04/2014 on secondment from the Department of Health.
- The Director of Data and Information Services stated he was having on-going discussions with the Statistical Head of profession regarding support for HSCIC publications in the form of a peer review process. He said he would bring an update to the April Board.

Action: Director of Data and Information Services

- The Director of Operations and Technical Services stated he would table an update on the Microsoft XP support issue at a future Board meeting.

¹ NHS Health and Social Care Information Centre

Action: Director of operations and Technical Services

- The Director of Operations and Technical Services updated the Board on N3 transition to PSNH². He stated PSNH would be affordable and widely available, and the cost to the end user would be equivalent. There would be the additional benefit for smaller SME³s of additional information governance and security being carried out by providers of aggregators.

3 Committee Reports (HSCIC 13 14 03)

- 3.1 (a) Update from Assurance and Risk Committee HSCIC 13 14 03 (a): In the Committee Chair's absence the Director of Finance and Corporate Services provided an update on the second visit of the NAO⁴ to the HSCIC. A note had been circulated after the second visit, of which the NAO had prior visibility. In summary, there remained work to do though progress had been made resulting in reduced risk nevertheless momentum must be maintained. He informed the Board that the issue would be discussed further at the next meeting of the Assurance and Risk Committee on 12/03/2014.

4 Business/Performance Reporting (HSCIC 13 14 04)

- 4.1 (a) Board Performance Pack (paper): The CEO introduced paper HSCIC 13 14 04 (a) the purpose of which was to present the Board with progress on measuring, managing and reporting performance in January 2014 along with other management information.

The following points were highlighted:

- A brief description of programmes was now included.
- A number of KPI⁵s were being re-evaluated, particularly those regarding incident monitoring and tracking.
- A new KPI for risk was in development.
- On-going improvements were being made to the presentation of the pack.
- The CEO asked the Board to note the commentary on reputation was drafted prior to the Care.data Health Select Committee and no longer reflected the current position.

Director Reporting by exception:

- The CEO reported delivery confidence for projects and programmes was high.
- The Director of Data and Information Services provided a GPES update and informed the Board the first extractions from GPs in support of QoF⁶ were being taken that day (05/03/2014). Although the programme remained challenging, this demonstrated that progress was being made.
- The Board noted the timescale for delivering the Business Case for the Female Genital Mutilation (FGM) prevention project was within the first two quarters of 2014-15.
- The Director of Operations and Technical Services provided an update on service performance and high severity incidents. He covered the services outages of note and fix times, which had occurred since the last reporting period.
- The Director of Data and Information Services reported on Information Quality. He reported on the management of one high severity incident.
- The Director of Data and Information Services provided an update on Usefulness of Service, stating it remained challenging to define. The Board noted it was important to ensure data and associated outputs were useful to front line services.
- The Director of Finance and Corporate Services provided an update on Finance, reporting that more detail was now included. He highlighted the main issues remained, which were organisational underspend and high vacancy numbers.
- The Director of HR and Transformation reported on Organisational Health. An overall plan for 2014-15 was close to being finalised. She informed the Board recruitment was improving and work on staff turnover was on-going.

² Public Services Network for Health

³ Small and Medium Enterprises

⁴ National Audit Office

⁵ Key Performance Indicators

⁶ Quality Outcomes Framework

- 4.2 (b) Information Assurance and Information Governance update (paper): HSCIC 13 14 04 (b) The Director of Operations and Technical Services presented this item. The purpose was to articulate the key issues encountered by the Information Governance and Standards Assurance (IGSA) function, and propose the role of the IGSA directorate post the Informatics Governance Accountability Review (IGAR). He summarised the current situation, and proposals for improvements. He asked the Board to note the work was currently under resourced, had not historically been undertaken jointly and it was important to maintain progress. The Board noted the focus of the paper was internal and requested a proposal concentrating on external issues was brought back to the April or May Board.

Action: Director of Operations and Technical Services

The Board gave its support to the overall proposal and requested that a formal proposal was brought back to the April or May Board regarding the composition and terms of reference for the proposed sub-Committee.

Action: Director of Operations and Technical Services

- 4.3 (c) Corporate Risks and Issues Register (verbal): HSCIC 13 14 04 (c) In light of the Assurance and Risk Committee being held after the Board on 12/03/2014 the Director of Finance and Corporate Services provided a verbal update on the corporate risk and issue register and the organisational risk management process. The Board discussed that the roles of the Board, the Assurance and Risk Committee and EMT in the management of organisational risk should be clarified. He confirmed a paper describing these roles, which would include the HSCIC approach to risk appetite and the corporate risk and issue register, would be brought to the April Board.

Action: Director of Finance and Corporate Services

- 4.4 (d) Financial Management Systems update (paper): HSCIC 13 14 04 (d) The Director of Finance and Corporate Services presented this item. The objective was to update the Board on options for improving HSCIC financial reporting. He asked the Board to note the contents of the paper in the context of wider activities that were underway to improve financial management. A review of financial management had been completed by PwC, which concluded that the finance team and wider organisation had made good progress in establishing the basic transaction and reporting processes, but the organisation had a low level of maturity in the value added activities of financial management. He reminded the Board there would be a new shared service provider in approximately eighteen months, however work needed to be undertaken in the short and medium term to reduce reliance on spreadsheets and to improve management information. The Board observed it was important to drive correct behaviours and create the right culture with respect to financial reporting across the organisation. The Board noted the contents of the paper and expressed support for the on-going work.

- 4.5 (e) Care.data programme update (verbal): HSCIC 13 14 04 (e) The Chair opened a discussion on the Care.data programme. The Director of Data and Information Services reported NHS England had implemented a six month postponement of the proposed date of the first GP data extraction, which was described as a listening period. The extension was welcomed by the HSCIC. There had been increased media interest in the programme, and genuine public concern communicated. The postponement was an opportunity to embrace transparency and gain the confidence of the public. The HSCIC would need to reflect on the opt out arrangements, and relevant measures included in the Care Bill or subsequent regulation related to data sharing. He informed the Board that NHS England had not been able to secure funding for the required hardware for the Maternity and Children's dataset and the project was to be re-evaluated. The Board requested the Care.data Business Case approval process included approval at the HSCIC Board at each stage. The Board discussed the responses, which needed to go back to the Health Select Committee, the Director of Data, and Information Services confirmed this work was underway. The Board requested an update paper was circulated to Board members prior to the April Board which included a timetable for activities.

Action: Director of Data and Information Services

The Board resolved the following motions:

- The Board expressed support for the Department of Health and Secretary of State's intention to strengthen the measures related to data sharing in the Care Bill, and stated the HSCIC looked forward to working with the Department on implementation of the legislation.
- Sir Nick Partridge, Non-Executive Director, was requested to conduct an audit of all the data releases made by the predecessor organisation, NHS Information Centre, and report on this to the HSCIC Board by the end of April 2014.

Action: Director of Operations and Technical Services

- The publication on 02/04/2014 of the report detailing all data released under the HSCIC, including the legal basis on which data was released and the purpose to which the data was to be put. This report would be updated on a quarterly basis.

Action: Director of Data and Information Services

- Writing to all recipients of HSCIC data releases reminding them of their responsibilities under their data sharing agreements with the HSCIC, including the HSCIC right to audit their use of data released to them, as well as the HSCIC intention to publish details of their access.

Action: Director of Operations and Technical Services

- 4.6 (f) Health Survey for England (HSE) 2016-19 (paper): HSCIC 13 14 04 (f) The Chair opened the discussion and the Director of Data and Information Services presented the item. The decision had been deferred from the February Board whilst further information was obtained and additional clarification was acquired. The aim was to gain Board approval for the re-procurement of the HSE for 2016-19. The Board noted the contents of the paper and approved the HSE re-procurement for 2016-19.

During the discussion the Board agreed it would be of benefit for the template Board paper cover sheet to have an additional section to highlight risks and issues, in particular those relating to information governance, security and confidentiality.

Action: Secretary to the Board

5 Strategic/Policy Items (HSCIC 13 14 05)

- 5.1 (a) HSCIC Business Plan for 2014-15 (paper): HSCIC 13 14 05 (a) The CEO presented this item. The purpose was to present the final version of the corporate business plan for 2014-15. This version incorporated suggestions and feedback from the Board and the Department Sponsor Team. He reported that there were substantial changes and improvements to the last version, with benefit being gained from Board contributions. The funding envelope for 2014-15 had not been received from the Department of Health, however it had been reported this was imminent. There would be significant implications from the current events regarding the Care.data Programme including funding for recently identified work, which were not yet included in the Business Plan. During discussion the Board noted there was a lack of detail in respect to HSCIC business as usual products and services, which would be added. The Board agreed to adopt the HSCIC Corporate Business Plan for 2014-15 in principle noting however, it may require revision in light of the notified financial allocation and a review of proposals in relation to data sharing.
- 5.2 (b) HSCIC Workforce Strategy (paper): HSCIC 13 14 05 (b) The Director of HR and Transformation presented this item. The objective was to present the HSCIC Workforce Strategy to the Board. She informed the Board the HR and Transformation Directorate had led the development of the Workforce Strategy, however contributions had been received

from across the organisation. The Board observed the organisational values were important, however these would be need to be translated into changed behaviours. The Board discussed line management, use of NHS Jobs, the on-going application of Agenda for Change, and that the leadership development work had been briefly paused to ensure the new CEO had the opportunity to contribute. The Chair offered to write a forward on behalf of the Board for the Workforce Strategy. The Board noted the contents of the paper.

- 5.3 (c) NHS Direct status (paper): HSCIC 13 14 05 (c) In the absence of the Director of Programme Delivery the Director of Finance and Corporate Services presented this item. The aim was to update the Board on the progress towards the transfer of NHS Direct Services into the HSCIC. He reported funding arrangements had been given verbally and assurances provided, written confirmation was to follow. He informed the Board the Memorandum of Understanding (MoU) for the Health and Symptom Checker would be outside Executive level delegations so would require Board approval. The Board resolved to delegate authority to sign the MoU to the Chair and CEO prior to the next Board. The Board extended thanks to all those undertaking the work.

6 **Governance/Accountability Issues** (HSCIC 13 14 06)

- 6.1 (a) Scheme of Delegated Authorities (paper): HSCIC 13 14 06 (a) The Director of Finance and Corporate Services presented this item. The purpose of the paper was to present the proposed amendments to the HSCIC Levels of Delegated Authority. This was tabled at the Board as a six monthly review after initial implementation. He summarised the proposed changes. The Board agreed the proposed changes, subject to the consideration of minor comments the Board had made during discussion. A further review would take place in twelve months' time, which would be scheduled accordingly.

Action: Secretary to the Board

- 6.2 (b) Annual Review of Board Effectiveness (paper): HSCIC 13 14 06 (b) The Chair opened the discussion on this item, and thanked Board members for their contributions. He invited the Secretary of the Board to speak to the paper. The objective was to present the results of the Board Effectiveness Evaluation 2013-14 and proposed next steps. The Board were requested to comment on the results, identify if the right questions had been asked and agree the next steps. The Board suggested it would be appropriate to ask if there was sufficient and timely visibility on what is happening in particular when significant matters arose. It was stated that the outcomes of the Board Effectiveness Evaluation would feed into the new Board's induction process post April 2014. The Board noted the contents of the paper.
- 6.3 (c) Board Forward Business Schedule for 2014-15 (paper): the Board noted paper HSCIC 13 13 06 (c) the Board forward business schedule for 2014-15.

7 **Any Other Business** (HSCIC 13 14 07)

- 7.1 There were no items of other business discussed.

8 **Background Paper(s)** (HSCIC 13 14 08)

- 8.1 (a) Care Bill Update (paper): HSCIC 13 14 08 (a) The Board noted the contents of the Care Bill update paper. The aim was to provide the Board with an update on the HSCIC's preparations for supporting the Department of Health's work on the Care Bill.
- 8.2 (b) UK Statistics Authority's report on Patient Outcome Statistics in England (paper): HSCIC 13 14 08 (b) The Board noted the contents of the UK Statistics Authority Report on Patient Outcome Statistics in England. The purpose was to present the findings of the report, and update the Board on the issues and consequences for the HSCIC.
- 8.3 (c) Forthcoming statistical publications: The Board noted background paper HSCIC 13 14 08 (c) which provided an overview of HSCIC Statistical Publications. The paper described the HSCIC Official Statistics publications planned for the forthcoming three month period, media coverage for press released Official Statistics publications and web activity released in January 2014.

Board Resolution on Private Session

- 9.1 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).
- 9.2 The date of the next meeting was arranged to be 02 April 2014.

Table of Actions:

Action	Action Owner
The Board ratified the minutes of the meeting on 05 February 2014 as correct, with one amendment to be made to a date in item HSCIC 13 13 04 (b).	Secretary to the Board
The Director of Data and Information Services stated he was having on-going discussions with the Statistical Head of profession regarding support for HSCIC publications in the form of a peer review process. He said he would bring an update to the April Board.	Director of Data and Information Services
The Director of Operations and Technical Services stated he would table an update on the Microsoft XP support issue at a future Board meeting.	Director of Operations and Technical Services
Information Assurance and Information Governance: The Board noted the focus of the paper was internal and requested a proposal concentrating on external issues was brought back to the April or May Board.	Director of Operations and Technical Services
Information Assurance and Information Governance: The Board gave its support to the overall proposal and requested that a formal proposal was brought back to the April or May Board regarding the composition and terms of reference for the proposed sub-Committee.	Director of Operations and Technical Services
Corporate Risk and Issues: He confirmed a paper describing these roles, which would include the HSCIC approach to risk appetite and the corporate risk and issue register, would be brought to the April Board.	Director of Finance and Corporate Services
Care.data programme: The Board requested an update paper was circulated to Board members prior to the April Board which included a timetable for activities.	Director of Data and Information Services
Sir Nick Partridge, Non-Executive Director, was requested to conduct an audit of all the data releases made by the predecessor organisation, NHS Information Centre, and report on this to the HSCIC Board by the end of April 2014.	Director of Operations and Technical Services
The publication on 02/04/2014 of the report detailing all data released under the HSCIC, including the legal basis on which data was released and the purpose to which the data was to be put. This report would be updated on a quarterly basis.	Director of Data and Information Services

<p>Writing to all recipients of HSCIC data releases reminding them of their responsibilities under their data sharing agreements with the HSCIC, including the HSCIC right to audit their use of data released to them, as well as the HSCIC intention to publish details of their access.</p>	<p>Director of Operations and Technical Services</p>
<p>During the discussion the Board agreed it would be of benefit for the template Board paper cover sheet to have an additional section to highlight risks and issues, in particular those relating to information governance, security and confidentiality.</p>	<p>Secretary to the Board</p>
<p>Schema Delegation of Authorities: A further review would take place in twelve months' time, which would be scheduled accordingly.</p>	<p>Secretary to the Board</p>