

Health and Social Care Information Centre (ENDPB)
Minutes of Board Meeting – Wednesday 19 June 2013

Public Session

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| Present | Chair | Kingsley Manning |
| | Non-Executive Directors: | Tony Allen (Deputy Chair) Lucinda Bolton Sir Nick Partridge (by phone) Mike Pearson |
| | CEO | Alan Perkins |
| | Executive Directors: | |
| | Director of HR and Transformation | Rachael Allsop |
| | Director of Clinical and Public Assurance | Dr Mark Davies |
| | Director of Finance and Corporate Services | Trevor Doherty |
| | Director of Information and Data Services | Max Jones |
| | In attendance: | |
| | National LSP Programme Director | Tom Denwood |
| | Director of Programmes Delivery | James Hawkins |
| | Director of Solution Design, Standards & Assurance | Clare Sanderson |
| | Director of Operations and Technical Services | Rob Shaw |
| | Board Secretary | Ruth Miller |
| | Observers: | |
| | DH Sponsor Team | Peter Hall |
| | DH sponsor team | Donna Sidonio |
| | Executive Advisor | Richard Wild |
| | Head of Media and Public Affairs | Eileen Phillips |

1. **Chair's Introduction and Announcements (HSCIC 13 05 01)**

- 1.1 The Chair convened a meeting of the HSCIC (ENDPB) Board. Apologies were received from Sir Ian Andrews.
- 1.2 The Chair referred to recent appointments and changes to the interim Executive Team and introduced two new members - James Hawkins, Director of Programmes Delivery and Rob Shaw, Director of Operations and Technical Services. Max Jones (formerly Director of Programmes and Services) had also been appointed as Director of Information and Data Services. Carl Vincent joined the organisation on 17 June (on secondment from DH) and would take up the role of Director of Finance and Corporate Services when Trevor Doherty retired later in the summer.

2. **Declarations of Interest and minutes (HSCIC 13 05 02)**

- 2.1 Declarations of interest: Lucinda Bolton declared an interest as a member of the Review Body on Doctors' and Dentists' Remuneration given the reference to NHS workforce statistics in the CEO update. There were no other declarations of interest not already recorded in the current Board register of interests.
- 2.2 Minutes of meeting on 30 May (HSCIC 13 05 02(b)): The minutes of the previous meeting on 30 May were **ratified** as a correct record.

Matters arising:

Para 5.1: Approach to development of SLAs/MoUs: The Director of Information and Data Services explained that, as advised at the previous meeting, a review was being undertaken of the various types and levels of current agreements in place - in order to be clear about the expectations of the HSCIC, the respective accountabilities and responsibilities, and to understand the associated risks. A first pass review of some 183 portfolio items and services had been completed and as expected there was a broad range of agreements in place - both in terms of their formality and obligations. The team was on target to finish the first pass review of the remaining portfolio items and services by 5th July.

The second phase would involve the Procurement and Contracts team reviewing the suitability of the current agreements and advising on action needed to implement a more consistent approach to contracts and other agreements. A report on the outcome would be put to the Board in September. The Director of Finance and Corporate Services added that the finance team was also exploring currently the status of projected income of £45m not funded directly by DH.

Action: Director of Information and Data Services/Director of Finance and Corporate Services

- 2.3 Progress on action points (HSCIC 13 05 02(c)): The Board noted the progress on action points arising from the previous meeting.

3. **Business/Performance Reporting (HSCIC 13 05 03)**

- 3.1 CEO report on business activity: The Board noted Paper HSCIC 13 05 03 (a) that provided an update on a range of key issues and developments. The CEO highlighted in particular:
- (a) Strategic approach to managing burden: Since the report was circulated, the Chair and CEO had met with the Secretary of State and other DH Ministers on 17 June to discuss managing and reducing bureaucracy - in the context of the response to the Francis report recommendations. This had provided an opportunity to describe the role and relevance of the HSCIC. It had been agreed that the HSCIC would develop a proposition on a collective approach to managing burden, in conjunction with the NHS Confederation, by the middle of July - prior to the Secretary of State's scheduled attendance at the Information Services Commissioning Group meeting on 23 July.

- (b) NHS Workforce Statistics: NHS Workforce Statistics: Lucinda Bolton welcomed the positive feedback from the lead statistician for the NHS Pay Review Body. The Board noted that each Pay Review Body is independent and had different data requirements and she had flagged in the past a recurring theme on the need for data on vacancies.
- (c) Code of Practice on Confidential Information: The Director of Solution Design and Standards Assurance referred to the requirement on the HSCIC, under Section 263 of the Health and Social Care Act 2012, to prepare and publish a code of practice that provided a framework of rules for all health and social care organisations when sharing and using confidential information about or connected with health services or adult social care. Following discussions with the Chair, some further work had been done on the positioning and presentation of the Code. Options for the timing of launch of the Code were also under discussion.
- (d) Communications and media: The Director of Finance and Corporate Services confirmed that the reported problem with the website on 12 June was a one-off. A root cause analysis had identified the source of the problem and this had been rectified.

3.2 Public Accounts Committee into NPfIT and implications for HSCIC (Paper HSCIC 13 05 03(b)): The National LSP Programme Director referred to the circulated paper summarising the background to the National Programme for IT, the recent DH financial benefits statement for the programmes, the NAO review of the benefits statement and some of the questions raised at the latest Public Accounts Committee (PAC) hearing on 12 June. The questions had focused on the delivery and commercial aspects of the local service provider (LSP) contracts and there had also been a few questions on the final benefits statement.

During the hearing Tim Donohoe, the Senior Responsible Officer (SRO) for LSP Programmes had:

- agreed to provide interim and annual updates of the statement
- advised that he had discussed with the HSCIC and agreed that a specific benefits lead would be appointed for each of the local service provider programmes and that more work would be done with Trusts to ensure that the focus on benefits was increased.

It was considered that there were two key implications for the HSCIC:

- a reputational risk by virtue of its on-going association with the LSPs. This was the most challenging element to deliver of what was the Programme. This risk was not limited to exposure at the PAC hearing as the HSCIC supported the SRO and customer Trusts delivered the remaining obligations and exit from the contracts. These were challenging elements to deliver and the reputation risk would continue until 2015/16. There was no financial risk, as the Department owned the contracts and the programme capital and revenue funding, and provide the administration funding for the support it received from the HSCIC.
- the role played by the HSCIC in supporting others in the delivery of benefits. The accountabilities for overall SROs and individuals Trusts were clear but the HSCIC had been asked to conduct a review of how benefits were delivered, with a view to supporting Trusts improve their realisation and reporting, and therefore the overall cost/benefit of the LSP programmes. This had proved to be a challenging area in the past for NHS Connecting for Health, Strategic Health Authorities, and Trusts. It was probable that HSCIC would be commissioned by NHS England to provide a similar role in supporting (but not being accountable) for benefit realisation for other programmes delivered by HSCIC. It would be important for the HSCIC to ensure on-going clarity of accountability with the SROs and chief executives of NHS trusts and NHS foundation trusts, reserving its role purely as one of facilitation and support.

- 3.3 In discussion, Board members stressed the need for clarity about the fit of this work with the strategic direction of the organisation and also on the different accountabilities and responsibilities. The CEO pointed out that the HSCIC managed the LSP Programmes on behalf of DH via a draft Memorandum of Understanding (MoU). The HSCIC role in LSP contracts relative to DH was also set out in Annex A to the paper which was a useful start to build on. It was agreed that it would be helpful for the Assurance and Risk Committee to review the terms of the MoU on management of LSP programmes.
- 3.4 Board performance pack: The Director of Finance and Corporate Services summarised Paper HSCIC 13 05 03(c) on the HSCIC performance pack as at May 2013. This remained a work in progress that would evolve over time to reflect the strategic direction of the organisation. The Director of Finance and Corporate Service would be meeting with the Chair and CEO shortly to discuss ideas for improving the content of the pack.

During the ensuing discussion the main comments were the need to:

- focus on exception reporting and to highlight to the Board upfront the key areas of concern and action being taken to mitigate these
- enhance the section on financial information. The CEO pointed out that the current budget had been developed at a time of transition but would be subject to more scrutiny in coming weeks to ensure that the right resources were in the right place
- provide information on range of HR related issues – such as capacity, make-up of the workforce (in terms of professions/experience and so on) compared with other bodies, training aspects, performance against key management indicators and staff satisfaction levels
- develop robust customer satisfaction measures.

Action: Executive Team

4. **Governance Issues**

- 4.1 Forward Board Business Schedule 2013-14 (Paper HSCIC 13 05 04): The Board noted a further draft of the Board forward business schedule for 2013-14. This would be kept under review and updated to reflect Board agendas and agreed actions.

Action: Board Secretary

5. **Background paper – for information**

- 5.1 The Board noted the background paper on forthcoming statistical publications (Paper HSCIC 13 05 05). The Chair advised that he was keen to promote a more pro-active and innovative approach to presentation of statistics – a recent example was Accident and Emergency data that had been published as an experimental topic of interest.

6. **Board resolution on private session**

- 6.1 The HSCIC Board passed a resolution that 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) Public (Admission to Meetings) Act 1960).
- 6.2 The date of the next public meeting was 18 September.