

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

**Public Session**

**Present:**

Chair Kingsley Manning

Non-Executive Directors: Tony Allen  
Sir Ian Andrews  
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 Programme Delivery James Hawkins  
Director of Operations and Technical Services Rob Shaw  
Board Secretary Annabelle McGuire

**Observers:**

DH Sponsor Team Emmy Clarkson  
DH Sponsor Team Victoria Cave  
NHS England Tom Furber  
HSCIC Eileen Phillips  
HSCIC John Willshire  
HSCIC Sarah Kennedy  
HSCIC Nichola Rushforth  
HSCIC Steve Bruggenwirth

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

### 1.1 The Chair convened a meeting of the HSCIC Board.

The Chair welcomed the observers attending the public session of the Board.

### 1.2 Apologies were received from the Director of Clinical and Public Assurance, Mark Davies and Non-Executive Director, Lucinda Bolton. It was noted comments on the Board papers had been received from Lucinda Bolton via correspondence.

## 2 **Declarations of Interest and Minutes** (HSCIC 13 13 02)

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

### 2.2 (b) Minutes of Board meetings on 15 January 2014: The Board ratified the minutes of the meeting on 15 January 2014 as correct, with one amendment to add the Director of Data and Information Services was asked about the epSOS project and if this presented any risks in cross-border flows of patient confidential data.

**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 of the Assurance and Risk Committee gave an update from the extraordinary Committee meeting held on 05 February 2014. The meeting had been convened to notify Committee members of the content of the National Audit Office (NAO) interim letter to management (ILM). The Director of Finance and Corporate Services said the NAO had undertaken an interim visit in November 2013, and although he expected their report to raise some issues due to the transition process of the organisation it had raised more significant concerns than had been anticipated. The Committee had noted the management response to the report and resolved that the Committee Chair, CEO and the Director of Finance and Corporate Services would meet again in two weeks' time to review the position and should sufficient concern remain then an extraordinary Assurance and Risk Committee meeting would be called to determine the next steps. In the meantime, the Committee Chair would speak to Colin Wilcox from the NAO to discuss the Group Accounting policy given the wider implications for Audit Committees across other ALB organisations. An update on the matter would be provided at the March Board.

**Action: Assurance and Risk Committee Chair**

## 3 **Business/Performance Reporting** (HSCIC 13 13 03)

### 3.1 (a) Board Performance Pack (paper): The CEO introduced paper HSCIC 13 13 03 (a) the purpose of which was to present the Board with progress on measuring, managing and reporting performance in December along with other management information.

The following points were highlighted:

- Additional time had been allocated on the Board agenda to consider the contents of the performance pack.
- Updating of the pack was already underway based on January data. The updated pack had been discussed at the Executive Management meeting on 30 January 2014 at which the Chair had been present.
- Additional refinement was planned which would provide a strengthened output and benefits focus to the pack.
- The inclusion of information on reputation was included for the first time, and had been discussed in depth at the Executive Management Team meeting on 30 January 2014.

Director Reporting by exception:

- The Director of Programme Delivery provided an update on Programme Achievement.

He brought the following programmes to the Board's attention: NHS Networks, GP Systems of Choice, and NHS e-Referrals Service, which were complex and challenging. The Board was informed that more detailed information was contained in the directorate level performance packs, which were used by the CEO in his discussions with the individual directors over the performance within their directorates. The Board observed it was important to understand the impact of any potential slippage in a programme.

- The Director of Data and Information Services updated the Board on the progress of the GP Extraction Service (GPES) programme. He informed the Board GPES was on the critical path for Quality Outcomes Framework (QoF) and care.data extracts. There had been some technical issues, however mitigation was in place and following concerted effort it was now an improving situation.
- The Director of Operations and Technical Services provided an update on Service Performance and high severity incidents. He covered service outages of note and fix times, which had occurred since the reporting period.
- The Director of Operations and Technical Services informed the Board Microsoft were ceasing support for Windows XP at the end of April 2014. The HSCIC would have stopped using this operating system in time, however there was a wider system issue as many trusts did not have plans to move to Windows 7. Without support this would lead to degradation and the potential for service issues in local systems. In addition, some hardware and software configurations would not permit the required update. The Board noted the ownership of the issue was at local level, however communications to alert Trusts would be highly advisable. The Board requested a letter be drafted for the attention of Karen Wheeler, Senior Department Sponsor, in her role as the Senior Information Risk Owner (SIRO) in DH to set out the risks and what could be done in respect to strategies for mitigating the issue.

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

- The Board requested the CEO raise the Microsoft Windows XP issue in his next meeting with Karen Wheeler, Senior Department Sponsor.

**Action: CEO**

- The Director of Programme Delivery provided an update on Customer Satisfaction, which was in the early stages of development. The board noted progress.
- The CEO reported on Reputation, he informed the Board further work was underway to ensure presentation of the information meant meaningful inferences could be made.
- The Director of Data and Information Services provided an update on Information Quality. He reported there had been one high severity incident since the last reporting period, which was being managed.
- The Director of Operations and Technical Services reported on Incident Resolution. This was being further developed to ensure fitness for purposes.
- The Director of Finance and Corporate Services provided an update on Finance, and informed the Board financial reporting in March would be more detailed. He reported the main issues to note were the organisational underspend and high vacancy numbers.
- The Director of HR and Transformation reported on Organisational Health. She drew the Board's attention to staff turnover, the update of the exit interview process, and that further work on vacancies would be undertaken which included re-examining resource requirements in light of the Zero Based Review returns.

**3.2 (b) Corporate Risks and Issues:**

- i. Corporate Risk and Issue Register (paper)
- ii. Risk and Issue Management (paper)

The Director of Finance and Corporate Services introduced papers HSCIC 13 13 03(b)(i) the corporate risk and issue register, and HSCIC 131303(b)(ii) which provided details of future organisational risk management arrangements. Organisational risk appetite was to be incorporated in the new framework. He informed the Board there had been a recent dedicated risk management workshop held on the 23 January 2014 with the Executive Management Team, and there would be a revised corporate risk register presented at the next Board as an output of this work.

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

The Board requested relating of the corporate risk and issue register together with the HSCIC Strategy, the Corporate Business Plan and the Board Performance Pack, and the Board Foreword Business Schedule. The Board also requested to be apprised of the strategic risks it needed to focus on, and to be assured that the executive were dealing with risk adequately.

- 3.3 (c) Care.data programme update (paper): The Director of Data and Information Services referred to paper HSCIC 13 13 03(c) and he provided an update on the status of the care.data programme. He informed the Board the number of visits to the web site and the number of calls to the telephone help-line indicated the leaflet drop was effective. The Strategic Outline Case was due to go to the National Information Board (NIB) in March, prior to coming to the HSCIC Board in April. The on-going media coverage was generally appropriate and measured. Progress was being made with respect to designing the care.data platform. The Chair asked about the wider agenda of a strategic platform for the organisation, and requested that the issue came to the March Board reconsidered from a strategic perspective.

**Action: Director of Data and Information Services**

- 3.4 (d) Health Survey for England 2016-19 (paper): The Director of Data and Information Services introduced paper 13 13 03(d) the aim was to gain Board approval for the re-procurement of the Health Survey for England (HSE) 2016-19. He informed the Board publication took place annually in December, and approaches to reducing the overall cost of the HSE were reviewed on an on-going basis. Option 1 in the paper was recommended. The Board noted that the HSE Steering Group had recommended option 3, but was considered potentially too expensive. The disparity between the Steering Group's recommendation and the recommended option to the Board was noted and further clarification was requested in respect to the options. The Director of Data and Information Services was asked to convey the Board's views to the Steering Group. It was recommended that a full review of all HSCIC surveys looking at how they might be done differently was carried out. The Board requested that views on the HSE were sought from the HSCIC Statistical Head of Profession. The Board also asked that an evaluation was undertaken on the benefits of annual against bi-annual collection of the HSE data. The Board deferred the decision on the HSE re-procurement until further clarification and information was available.

**Action: Director of Data and Information Services**

#### 4 **Strategic/Policy Items (HSCIC 13 13 04)**

- 4.1 (a) Draft Business Plan for 2014-15 (paper): The CEO presented paper HSCIC 13 13 04(a) the draft Corporate Business Plan 2014-15. The purpose was to present a further iteration of the corporate business plan, which included feedback from the Board, Executive Management Team and the Department of Health Sponsor Team, but did not yet include detailed financial information because the HSCIC has not yet been informed of its DH funding for next year. The CEO reported a number of comments had also been received via correspondence. The Board were informed further iterations of the document would be developed throughout February. The Department of Health feedback on the first iteration had been positive, and this version incorporated comments from the Sponsor Team. The Executive Management Team had discussed a number of potential enhancements at its meeting on 30 January 2014. The Board made a number of comments on this iteration, which would be taken away for incorporation by the Executive team. The Non-Executive Directors agreed to receive further iterations in February for review prior to the March Board. A final version would come back to the March Board for approval, subject to confirmation of the DH funding for 2014/15.

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

- 4.2 (b) NHS Direct Status (paper): The Director of Programme Delivery introduced paper HSCIC 13 13 04(b) and provided an update in respect to the conditions stipulated by the Board in December 2013 in order for HSCIC to accept the delivery of the following three services from NHS Direct: Repeat Caller Service, Digital Assessment Service and Telephony Managed Service. The Board noted the progress in meeting these conditions. The Board indicated that they were content to proceed subject to written confirmation from NHS England specifying the £2.5 million (circa) financial liabilities (assets write offs, redundancies and contract break

costs) would be covered in full if the services were not commissioned beyond 2014-15. Also, that full funding for the Telephony Managed Service would be provided in the event of an income shortfall for the HSCIC. The Board resolved the CEO be devolved authorisation, after consulting with two Non-Executive Directors, to approve the final decision for the HSCIC to accept the delivery of the following three services from NHS Direct: Repeat Caller Service, Digital Assessment Service and Telephony Managed Service.

- 4.3 (c) HSCIC Statistical Publications Strategy – timetable and principles (paper): The Director of Data and Information Services introduced paper HSCIC 13 13 04(c). The objective was to describe the principles that underpin the release of Official Statistics by the HSCIC, and the work being undertaken on the HSCIC Publications Strategy. The Board gave full support for the primacy of HSCIC Official Statistics to be maintained. The Board observed it would potentially be beneficial to have external support for HSCIC publication's in the form of a peer review process. The Director of Data and Information Services stated he would discuss with the HSCIC Statistical Head of Profession and feedback to the Board in due course.

**Action: Director of Data and Information Services**

- 4.4 (d) Informatics Governance and Accountability Review (IGAR): Sir Ian Andrews, Non-Executive Director, referred to paper HSCIC 13 13 04(d). The purpose was to present the findings, recommendations and next steps of the IGAR. The summary paper recognised that overall system accountability lies with the Department of Health. Formal endorsement and support for the recommendations was required from both the HSCIC and NHS England's Boards. He informed the Board that the National Information Board (NIB) replaced the Informatics and Services Commissioning Group (ISCG) with immediate effect. The HSCIC was a full member of the NIB. The Board discussed the terms of reference for the NIB should be drafted and subsequently tabled at the HSCIC Board for consideration. The Board endorsed and supported the recommendations as stated in the summary paper.

## 5 **Governance/Accountability Issues** (HSCIC 13 13 05)

- 5.1 (a) Board Forward Business Schedule for 2013-14 and 2014-15 (paper): the Board noted paper HSCIC 13 13 05(a) the Board forward business schedule for 2013-14 and for 2014-15.
- 5.2 (b) Board Business (Board Forward Business Schedule): the Chair presented paper HSCIC 13 13 05(a) the purpose was to introduce a new model for the Board forward Business schedule. The Board approved the new approach; this would be implemented at the March Board.

**Action: Secretary to the Board**

## 6 **Any Other Business** (HSCIC 13 13 06)

- 6.1 There were no items of other business discussed.

## 7 **Background Paper(s)** (HSCIC 13 13 07)

- 7.1 (a) Forthcoming statistical publications: The Board noted background paper HSCIC 13 13 07(a) which provided an overview of HSCIC Statistical Publications.

## 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 meeting was arranged to be 05 March 2014.

## Table of Actions:

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Assurance and Risk Committee. The Committee Chair would speak to Colin Wilcox from the NAO to discuss the Group Accounting policy given the wider implications for Audit Committees across other ALB organisations. An update on the matter would be provided at the March Board.	Assurance and Risk Committee Chair
The Board requested a letter be drafted for the attention of Karen Wheeler, Senior Department Sponsor, in her role as the system Information Asset Owner to set out the risks and what could be done to in respect to strategies for mitigating the issue.	Director of Operations and Technical Services
Business/Performance Reporting, Microsoft ceasing support for Windows XP. The Board requested the CEO raise the Microsoft Windows XP issue in his next two weekly meeting with Karen Wheeler, Senior Department Sponsor.	CEO
The Director of Finance and Corporate Services informed the Board there had been a recent dedicated risk management workshop held on the 23 January 2014 with the Executive Management Team, and there would be a revised corporate risk register presented at the next Board as an output of this work.	Director of Finance and Corporate Services
Care.data. The Chair asked about the wider agenda of a strategic platform for the organisation, and requested that the issue came to the March Board reconsidered from a strategic perspective.	Director of Data and Information Services
Health Survey for England 2016-19. The Director of Data and Information Services was asked to convey the Board's views to the Steering Group. It was recommended that a full review of all HSCIC surveys looking at how they might be done differently was carried out. The Board requested that views on the HSE were sought from the HSCIC Statistical Head of Profession. The Board also asked that an evaluation was undertaken on the benefits of annual against bi-annual collection of the HSE data. The Board deferred the decision on the HSE re-procurement until further clarification and information was available.	Director of Data and Information
Draft Business Plan for 2014-15. The Board made a number of comments on this iteration, which would be taken away for incorporation by the Executive team. The Non-Executive Directors agreed to receive further iterations in February for review prior to the March Board. A final version would come back to the March Board for approval, subject to confirmation of the DH funding for 2014/15.	Director of Finance and Corporate Services
HSCIC Statistical Publications Strategy – timetable and principles. The Board observed it would potentially be beneficial to have external support for HSCIC publication's in the form of a peer review process. The Director of Data and Information Services stated he would discuss with the HSCIC Statistical Head of Profession and feedback to the Board in due course.	Director of Data and Information
Board Forward Business Schedule. The Board approved the new approach; this would be implemented at the March Board.	Secretary to the Board