

Health and Social Care Information Centre (ENDPB)

Minutes of Board Meeting – Thursday 30 May 2013

Public Session

Present	Chair	Candy Morris
	Non-Executive Directors:	Tony Allen (Deputy Chair) Sir Ian Andrews Lucinda Bolton Sir Nick Partridge 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 Programme and Service Delivery	Max Jones
	In attendance:	
	HSCIC Chair Designate	Kingsley Manning
	Director of Data Services	Andrew Haw
	Director of Information Services	John Varlow
	Board Secretary	Ruth Miller
	Assistant Director for Policy and Strategy	Linda Whalley (item 4)
	Observers:	
	DH sponsor team	Donna Sidonno
	Executive Advisor	Richard Wild
	Apologies: Tom Denwood (National LSP Programme Director) and Clare Sanderson (Director of Solution Design, Standards & Assurance)	

1. **Chair's Introduction and Announcements (HSCIC 13 03 01)**

- 1.1 Candy Morris welcomed everyone to the third meeting of the HSCIC (ENDPB) Board and in particular Kingsley Manning, who had been appointed as the new permanent Chair, with effect from the beginning of June.

Apologies were received from Tom Denwood, National LSP Programme Director and Clare Sanderson Director of Solution Design, Standards & Assurance.

- 1.2 Candy Morris commented that she had enjoyed her tenure as interim Chair very much and the opportunity to steer the organisation through the first few months. She was confident that the organisation had an exciting future and wished the Board and staff every success. The CEO thanked Candy Morris on behalf of the Board for her leadership and commitment to promoting the HSCIC, which had got the organisation off to a good start.
- 1.3 The CEO added that the next Board meeting (to be chaired by Tony Allen) on 12 June would focus entirely on approval of the annual report and accounts for the previous HSCIC (SpHA) for 2012-13.
- 1.4 It was an early priority for the new Chair to develop and set out a clear strategy for the HSCIC - both for the staff and the wider community. It had been decided therefore to arrange additional Board meetings/workshops on 19 June and 24 July – to enable the Board to:
- review and agree a high-level statement of the organisation's strategy and three year goals
 - focus on the key development areas stemming from the strategic statement
 - consider the implications for the HSCIC of the Code of Practice on Confidential Information that was due to be published shortly.

The Director of HR and Transformation suggested that it would be also useful to cover research aspects when developing the strategy.

Meeting agendas and arrangements would be confirmed in due course.

Action: CEO/Board Secretary

The Board welcomed the proposed approach and stressed the need to progress this as a matter of urgency – it would be crucial to build confidence rapidly in the quality and relevance of HSCIC products and services and to demonstrate leadership to the system in areas like data security and confidentiality. It would also be important to communicate the strategy in a clear and compelling way that a range of audiences could relate to and to handle the increasing media interest in the HSCIC . The CEO advised that action had been taken to strengthen the media function via the recruitment of a Senior Media Relations Manager (Eileen Phillips) who had worked previously for DH –including on NHS Connecting for Health (CfH) issues.

2. **Declarations of Interest and minutes (HSCIC 13 03 02)**

- 2.1 Declarations of interest: There were no declarations of interest not already recorded in the current Board register of interests.
- 2.2 Minutes of meeting on 26 April (HSCIC 13 03 02(b)): The minutes of the previous meeting on 26 April were ratified as a correct record.
- 2.3 Progress on action points (HSCIC 13 03 02(c)): The Board noted the progress on action points arising from the previous meeting.

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

- 3.1 CEO report on business activity: The Board noted Paper HSCIC 13 03 03 (a) that provided an update on a range of key issues and developments. The CEO highlighted in particular the on-going work on Data Services for Commissioning and on helping NHS England to establish the legal basis for personal confidential data to flow to Commissioning Support Units (CSUs) and Clinical Commissioning Groups (CCGs).

The CEO advised that he had agreed recently with NHS England to launch a joint piece of work to determine, over the next four months, longer-term arrangements for Data Services for Commissioning which were in the best interests of the system - with a view to then setting up a project to implement the agreed approach. This was a positive step albeit there would be a number of tricky issues to address.

The Director of Data Services confirmed that, in the meantime, plans remained on target to establish commissioning organisation Accredited Safe Havens by the end of June and to ensure that all staff seconded from CSUs into the Data Services for Commissioning function had received the appropriate information governance training to the same timescale.

- 3.2 The CEO also mentioned that, following the publication of the NHS England business plan, he and the Chair had written to Malcolm Grant and Sir David Nicholson proposing the development of a formal partnership agreement between the HSCIC and NHS England. He was pleased to report that he had received a positive response welcoming this suggestion as a helpful step in defining the relationship between the two organisations and with the Informatics Services Commissioning Group. Christine Outram, Director for Intelligence & Strategy, would be leading for NHS England on this work. The CEO had also agreed with Mark Davies, Director - Partnership and Information in the DH sponsor team that this would be conducted as part of a tripartite relationship agreement between the HSCIC, DH and NHS England in respect of informatics.
- 3.3 Board performance pack: The Director of Finance and Corporate Services summarised Paper HSCIC 13 03 03(b) providing a mock-up (with sample data at this stage) of the proposed Board Performance reporting pack. It was intended that this would support the HSCIC Executive Team and the Board in monitoring the HSCIC's delivery of statutory and corporate functions, as well as key performance information regarding services and programmes.

This was a work in progress and would need to evolve in the context of the planned work to establish the strategic direction of the organisation. Comments focused on the need to:

- develop robust and meaningful key performance indicators/targets that helped to demonstrate how the organisation was meeting its remit and making a difference to health and care
- distinguish between measures that needed to be reported monthly or less frequently and to work on the basis of exception reporting
- include more information on business as usual/operational activity
- cover sustainability aspects
- include information on reputational risks and issues – such as vulnerability of systems to external penetration. The CEO advised that he had agreed with the new Chair that the need for an annual review of the organisation's security arrangements would be discussed at the Board meeting on 19 June. The Director of Finance and Corporate Services pointed out that a review of security was part of the internal audit plan for 2013-14. This was conducted every 3 years but could be changed to an annual review if required and he would discuss with the CEO.

The next version of the pack (containing real data as at May 2013) would be circulated for the meeting of the Board on 19 June with Quarter 1 data expected to be available for the meeting on 24 July.

Action: Director of Finance and Corporate Services

4. **Strategic/Policy items**

- 4.1 Approach to public and patient engagement: The Director of Clinical and Public Assurance referred to the commitment by the HSCIC to develop a new strategy for patient and public engagement. It was crucial to the success of the HSCIC as a new organisation in a new system to be able to demonstrate that it was operating in the interests of citizens, people who used health and care services, their advocates, and the public at large.

This would require a fundamental shift and transformation in the way of working of the organisation and include the need to make innovative use of technology and social media/networks – bearing in mind that the portfolio of services, products and programmes delivered by the HSCIC’s legacy organisations had operated mostly on a “business to business” basis. Senior level ownership and visibility and the support of key stakeholders would also be critical factors.

He introduced Linda Whalley, Assistant Director of Strategy and Policy, who had put together the circulated paper (Paper HSCIC 13 03 04) on the proposed approach to developing a strategy. Linda Whalley advised that there were a number of issues to be addressed as set out in the paper – notably, clarity about the overall strategic direction of the organisation, clarity of definitions (including the scope of the engagement strategy) and the need to build effective relationships.

Monmouth Partners had been commissioned to help commence the work and had identified examples of best practice and options for working more closely with patients and the public.

In reviewing the outputs and recommendations, the Executive Team had been mindful of the need to scope the work carefully and to ensure that a strategy was developed that best met the aspirations and culture of the organisation.

The paper proposed the development by September 2013 of a focused, measurable and targeted plan of action to be delivered during 2013-14 and outline planned next steps to inform the strategy – including, internal workshops and some stakeholder mapping.

- 4.2 During the ensuing wide-ranging discussion, the Board welcomed the plans and recognised the importance of this work. Comments included the need to:

- recognise the difference between acting in the public interest and delivering statutory functions/meeting parliamentary obligations
- understand the difficulties of engaging meaningfully with the public and ensuring that the strategy was not influenced unduly by lobby groups
- be mindful of the Francis report and associated recommendations and take these into account when developing the strategy
- manage expectations given the strategic challenges to be addressed
- explore the scope for building on what others had done and to pursue opportunities for joint working.

It was agreed that Sir Nick Partridge would work with the Director of Clinical and Public Assurance and his team to support development of this strategy. The Board would be kept up to date on the work.

5. **Governance Issues**

- 5.1 Approach to development of SLAs/MoUs with customers: The Director of Programme and Service Delivery provided an update on work to develop Service Level Agreements/Memorandum of Understanding with customers. He advised that many of the programmes delivered by the predecessor organisations had dependencies on or involved delivery to other organisations. These dependencies and delivery commitments had been formalised in a number of different ways. Those which fell short of a formal contract could be categorised broadly as:

- Formal MoU – a documented agreement which described in full the obligations of both parties, and deliverables and timescales together with the consequence of either party not delivering

their obligations.

- SLA – that described the levels to which a service would be delivered, including quality, availability and response times.
- Mutual Arrangement – where organisations had agreed to work together to achieve a common aim. Associated documentation might include, for example, an email agreement to second some staff for a period of time or to provide some expertise on an ad-hoc basis.
- Partnership Agreement – along the lines of that proposed with NHS England and DH.

A review of the various types and levels of current agreements in place had been initiated - in order to be clear about the expectations of the HSCIC, the respective accountabilities and responsibilities, and to understand the associated risks. An action plan and timescales would be submitted to the Board on completion of this report.

Action: Director of Programme and Service Delivery

- 5.2 Annual report and accounts for HSCIC (SpHA) for 2012-13: The Director of Finance and Corporate Services reported that under Machinery of Government arrangements the new HSCIC Board would be responsible for signing off the 2012-13 accounts for the previous HSCIC (SpHA). Preparation of the accounts was well in hand – an audit close meeting had been held with the external auditors on 29 May and a line agreed for handling outstanding items. It was not expected that any issues would arise to affect an unqualified opinion from the Comptroller & Auditor General. The management commentary and accounts had been scrutinised and discussed in detail by the Assurance and Risk Committee (chaired by Tony Allen) and comments taken on board.

The final version would be put to the Assurance and Risk committee meeting on 12 June to recommend approval to the Board [Secretary's note: It was agreed subsequently to arrange the meetings of the Assurance and Risk Committee and Board to run consecutively on 12 June via video-conferences between Leeds and London – details of venue/timings to be confirmed]

Action: Board Secretariat

- 5.3 Forward Board Business Schedule 2013-14 (Paper HSCIC 13 03 05(c)): 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.

6. **Background paper – for information**

- 6.1 The Board noted the background paper on forthcoming statistical publications (Paper HSCIC 13 03 06).

7. **Board resolution on private session**

- 7.1 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).

- 7.2 The date of the next meeting was 12 June.

As ratified at Board meeting on 19 June

.....Chair