

NHS COMMISSIONING BOARD

Minutes of the Board Meeting Held in Public on 14 December 2012

Present

Professor Malcolm Grant (chair)
Sir David Nicholson – Chief Executive
Lord Victor Adebawale – Non-Executive Director
Ms Margaret Casely-Hayford – Non-Executive Director
Mr Ciaran Devane – Non-Executive Director
Dame Moira Gibb – Non-Executive Director
Mr Naguib Kheraj – Non-Executive Director
Mr Ed Smith – Non-Executive Director
Mr Paul Baumann – Chief Financial Officer
Ms Jane Cummings – Chief Nursing Officer
Sir Bruce Keogh – National Medical Director
Mr Ian Dalton – Chief Operating Officer/Deputy Chief Executive
Dame Barbara Hakin – National Director: Commissioning Development
Mr Tim Kelsey – National Director for Patients and Information
Mr Bill McCarthy – National Director: Policy
Ms Jo-Anne Wass – National Director: HR

In attendance Mr Jon Schick – Board Secretary

Item	
1	<p>Welcome and introduction</p> <p>The Chair welcomed everyone to the meeting of the Board of the NHS Commissioning Board (NHS CB).</p> <p>The following declarations of interest were made in matters on the agenda:-</p> <p>The Chair – declared an interest in Item 6 as a member of the Board of UCL Ed Smith – declared an interest in Item 6 as a non-executive Chair of the University of Birmingham Lord Victor Adebawale – declared an interest in Item 6 as a prospective member of the Board of UCL and as Chancellor of the University of Lincoln.</p> <p>The Chair wished to thank the charity 'Changing Lives' who had hosted the Board for the afternoon before the meeting. The Board had been greatly impressed by what they heard from the learning disabilities charity.</p>

2	<p>Minutes of previous meetings</p> <p>The Board agreed the minutes of:</p> <ul style="list-style-type: none"> the meeting of the Board of the NHS Commissioning Board on 8 November 2012.
3	<p>Chief Executive's report</p> <p>Sir David Nicholson outlined notable work that had been progressed by the NHS Commissioning Board since the last meeting, confirming that development work was still very much underway along with looking toward future programmes of work for the Board.</p> <p>The Mandate had been welcomed on the day of its publication, which demonstrated a clear balance between government and the NHS in moving forwards.</p> <p>The NHS Commissioning Board's Planning Guidelines, including arrangements for resource allocations would be published. The planning guidelines afforded a good balance between continuity of safe care and more radical elements.</p> <p>Last week the Chief Nurse of the National Commissioning Board and the Director of Nursing at the Department of Health had led the publication of 'Compassion in Practice', an exciting new three-year vision and strategy for nursing, midwifery and care staff.</p> <p>The Department of Health had published its formal response to the Winterbourne Review. As part of this, the NHS Commissioning Board had signed a Concordat committing itself to practical actions to improve outcomes.</p> <p>The first session of the Commissioning Assembly had also taken place, where the NHS Commissioning Board sought to work collectively with Clinical Commissioning Groups (CCG). The Assembly seeks to view the Commissioning System as one system. He also identified that the first wave of CCGs had been authorised with further detail to be covered in the CCG Authorisation sub-committee report.</p>
4	<p>Putting Patient and Public Insight at the Heart of the NHS Commissioning Board</p> <p>Tim Kelsey presented the paper reiterating the Board's desire to ensure that the patient voice was at the heart of everything that it achieves. The paper introduced a routine item for the Board as part of a commitment to genuinely listen to patients and the public.</p> <p>The Board noted the initial roll out of the 'Friends and Family' test and the ambition to roll out the test to the entire context of care by 2015.</p>

	<p>Tim Kelsey outlined plans to publish a report early in the New Year, detailing how the Civil Society Assembly will work. The Board noted the comments within the paper and raised several questions around data being presented at every Board session to map progress. The Board also suggested that this was an opportunity to set real standards for public consultation and take ownership as individual Board members.</p> <p>Question was raised as to how the Board would know who was engaging and how this could be monitored, in addition to assuring participation as opposed to engagement.</p> <p>Tim Kelsey responded to Board members with further information on new data flows for patient experience being available from April 2013 and that planning guidance would include an expectation for CCGs and specialist commissioners around engagement.</p> <p>The Board were very keen to demonstrably overcome tokenism and ensure genuine engagement.</p>
Action	<p>TK to explore the availability of data around patient and public insight being presented at every Board meeting going forwards. TK was charged with providing guidance in March 2013 around engagement for CCGs and specialist commissioners.</p>
5	<p>NHS Commissioning Board Assurance Framework</p> <p>Bill McCarthy presented the Assurance Framework and outlined steady progress already achieved. A comprehensive risk assessment was presented along with assurance of a huge amount of work underway across the organisation on preparation, planning and acceleration.</p> <p>The Board raised a number of points around concern at moving at such a pace and the need to have time to plan properly. Bill McCarthy assured Members, that while April 2013 was a significant milestone, and that it was important to arrive at a safe place by this date, that it was by no means the final end point and that planning actively took this into consideration.</p> <p>The Chair confirmed the extraordinary complexity of the process around planning and confirmed that this paper provided assurance as to the state of readiness.</p> <p>The Board also raised the issue of ensuring a cultural shift was embedded into the organisation as a critical success measure.</p> <p>The Board thanked staff across the organisation for their exceptionally hard work and resilience during this challenging time.</p>

Action	BM to explore useful measures around ensuring the cultural shift had been embedded.
6	<p>NHS Commissioning Board – The Design and Designation of Academic Health Science Networks</p> <p>Sir Bruce Keogh presented his paper around aligning education, informatics and training to ultimately improve health outcomes for the population. This presented a unique opportunity for industry to engage with the NHS. The aim would be to designate 15 Academic Health Science Networks in 2013.</p> <p>The Board was broadly supportive of this new initiative. Members suggested building in a system of peer review so that the Board could clearly understand progress. Members also wished the NHS Commissioning Board to be as ambitious as possible and unlock the potential of entrepreneurs in this Country to support the Board in its legacy and its ambitions. The Board were keen to see the involvement of the third sector in this work. Sir Bruce Keogh confirmed the championing of third sector involvement to a high degree in this work.</p> <p>The Chair added his warm endorsement of the programme of work and its significant implications for universities, confirming that Networks would have a great potential for driving change.</p>
Action	<p>BK to consider an element of peer review in assessing the success of the Networks.</p> <p>BK to consider how entrepreneurs and small / medium enterprises might work with the Networks to achieve even greater success.</p>
7	<p>Programme Critical Success Factor 1 – Safe Transfer of Functions</p> <p>Jo-Anne Wass updated the Board on the two key milestones as outlined in the paper, namely ensuring interviews for all staff ‘at risk’ by the end of December 2012 and the filling of the majority of posts by April 2013.</p> <p>There had been relatively few one to one direct matches and most posts had been out to competitive interview stage. It was confirmed that the NHS Commissioning Board expected to be 98% compliant with the end of December target.</p> <p>With regards the Family Health Services (FHS) staff, the complete process expected approximately 1,800 staff to transfer into the NHS Commissioning Board.</p> <p>The splitting up of the Transformation Directorate with the departure of Jim Easton, had had an additional impact on compliance with the target.</p> <p>With regard to diversity, Jo-Anne Wass presented data showing an</p>

	<p>improving position. The data was for 345 posts appointed to date only and demonstrated that 11.6% of the workforce categorised themselves as non-white, this was in favourable comparison to 9% of the working population of England as a whole.</p> <p>In terms of gender, the data also suggested an evening out of the current picture, however there was still much to do. A task and finish group had been formed to meet early in 2013 inviting Ed Smith, Lord Victor Adebawale, Tim Kelsey and Jo-Anne Wass to its membership.</p> <p>In response to a question from the Board Jo-Anne Wass confirmed that she was not aware of any candidate who had come for interview and been offered a post, but chose subsequently to turn it down. The Board was supportive of the progress that had been made to date.</p>
<p>8</p>	<p>Programme critical success factor 4 – The NHS Commissioning Board is adequately resourced – Finance Report</p> <p>Paul Baumann presented the last financial report of the Commissioning Board Authority with data up until September 2012.</p> <p>There was nothing further to report on this occasion.</p>
<p>9</p>	<p>NHS Commissioning Board Governance</p> <p>Bill McCarthy presented the paper outlining that the business planning process had commenced. The paper gave assurance that the process is rigorous and that the organisation has embedded matrix working and clinical inputs to its core.</p> <p>Out of business planning, two products would be produced – namely an Operational Plan for the Board which would form a technical document and would include a summary for accountability purposes; and a Prospectus which would outline what the NHS commissioning system would offer the public.</p> <p>Sir David Nicholson reiterated that the £527m running costs budget of the NHS Commissioning Board is half of the baseline spend of predecessor bodies.</p>
<p>10</p>	<p>Feedback from Board Subcommittees</p> <p>Ed Smith reported that the Audit Sub-committee had met on 13 November 2012. The committee was charged with approving the accounts for the Authority by way of an internal control system. The committee had signed off the National Audit Office six-month period plan. Looking forwards, the committee had started the process of procuring an internal audit function to be in place by 2013/2014. The committee would also review a risk map on internal and external assurance to bring to the Board at a later date.</p>

	<p>Lord Victor Adebawale reported that the CCG Authorisation Sub-committee had had its first meeting to finalise the process of authorisation and assure that the process was solid and reasonable. In addition to this, at the meeting 34 CCGs had been authorised, eight fully and 26 with conditions. One CCG had submitted information on the day so as to materially change their application and were therefore deferred to Wave 4.</p> <p>Third party assurances including a legal perspective were being provided additionally to the 'in-house' process.</p> <p>The Chair confirmed that Board members were attending authorisation panels and that this was a highly complex process involving 211 organisations being approved.</p>
Action	Risk map to be reviewed by the Board after consideration by the Audit Committee
11	<p>Any other business</p> <p>The next meeting of the Board of the NHS CB would take place on 28 February 2013 in Manchester.</p>

Signed as an accurate record

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