

NHS ENGLAND – BOARD PAPER

Title: Chairman's Report to the Board
Lead Director: Professor Sir Malcolm Grant
Purpose of Paper: The update the Board on the work of the Chairman over the preceding period.
The Board invited to: Note the Chair's report

Chairman's report to the Board

1. Since the last meeting of the Board, the NHS in England has been under real pressure through the winter period to date. It has called for exceptional efforts throughout the service: most obviously from those on the front line of service delivery, especially in the ambulance services and A&E departments, but also across general practice, mental and community health providers and the acute sector more generally. Recognition needs also to be given to those in back office, technical, management and other supporting roles upon whose contribution effective delivery of high quality healthcare also depends.

Honours

2. I am delighted to report that the following honours have been conferred on NHSE colleagues:
 - a. From the Queen's Special Honours List, published on 22 December 2017: Honorary Dame Commander of the British Empire:
 - **Pauline Philip**, for services to the NHS
 - b. From the New Year's Honours List published on 31 December 2017, awards of CBE to:
 - **Paul Baumann**, Chief Financial Officer, for services to NHS financial management
 - **Hilary Garrett**, Director of Nursing, NHSE, and Deputy Chief Nursing Officer for England, supporting Jane Cummings; for services to nursing and the safeguarding of vulnerable people
 - **Ray James**, national learning disability director; for services to adult social services
 - **Anne Rainsberry**, recently regional director of NHSE London Region; for services to the NHS

Government

3. I have continued since the last meeting of the Board to have regular meetings with Government officials as appropriate. Our formal accountability meeting with Secretary of State took place on 16 January, where the agenda included a review of 2017-18 performance to date; planning for 2018-19; a finance update and briefing on winter planning.

National leadership

4. Since the last meeting of the Board, I have continued to have regular meetings with chairs of the other principal arm's-length bodies in health, both individually and collectively. I attended as guest speaker a dinner of the Board of the Care Quality Commission.

Closer working with NHS Improvement

5. I have met and communicated regularly with Baroness Dido Harding since her appointment in October as the new Chair of NHS Improvement. We are equally committed to bringing about significantly better alignment between the work of NHS England and NHS Improvement. The two organisations are working increasingly closely to support integrated care and integrated change programmes. We jointly

monitor and support trusts and CCGs across STP footprints and we have made joint executive appointments to provide strategic leadership across the NHS.

6. The need for more joined-up national and regional leadership between both commissioners and providers is self-evident, particularly as we move towards increasingly seamless delivery across England of services to patients and the population at large.
7. As a step to this end, we have agreed in principle to introduce cross representation on each other's boards. There is currently a legal barrier to appointment of non-executive directors to both boards, in the secondary legislation regulating the Trust Development Authority. So unless and until that restriction can be lifted, the proposal is for appointment instead as an Associate (non-voting) Non-Executive Director.
8. I am pleased to report that the appointment on that basis of David Roberts to the NHS Improvement Board was approved at their meeting on 24 January.
9. I now invite the Board to approve the appointment of Richard Douglas, who Chairs the Audit Committee of the NHS Improvement Board, as a member of the NHS England Board as an Associate (non-voting) Non-Executive Director, until such time as a formal substantive appointment can be made by the Secretary of State. He will attend NHS England Board meetings as a non-voting participant and David Roberts will have a corresponding role at NHS Improvement.
10. The two associate directors will be subject to the usual rules as to **private** conflicts of interest: there are in my opinion no issues arising from their personal commitments that cannot be dealt with properly under our normal rules.
11. These cross-appointments raise also potential **institutional** conflicts of interest because of the interaction between the statutory responsibilities of the three institutions involved (Monitor, TDA and NHSE). The following are areas of potential conflict, and others may arise from time to time:
 - a. The procurement, patient choice and competition regulations where NHS England commissions certain services, and NHS Improvement has enforcement powers in respect of them;
 - b. Pricing matters, where NHS Improvement seeks reimbursement for providers it oversees and NHS England pays for those services either directly or by relevant processes for CCG funding; and
 - c. Other specific Monitor and NHS England powers enumerated in statute.

Joint finance advisory group

12. We have also established between NHSI and NHSE a Joint Finance Advisory Group which will ensure that both organisations are working from a common understanding of the financial targets and financial performance of the entire health system. Richard and David have agreed to co-chair this on behalf of the two Boards. It will not have executive responsibility.

Future meetings

13. It is also our intention to hold one or two Board meetings jointly between NHSI and NHSE during the coming year where we can deliberate on items of business that we have in common, and we are currently determining how best to do this.

Other NHS England Board appointments

14. Following consultation with non-executive colleagues I should like to propose the following changes to committee responsibilities:

- a. Commissioning Committee: David Roberts has advised that he wishes to stand down from the chair, and from the Committee, which will allow him to focus on his new responsibilities in relation to NHSI. I am pleased that Wendy Becker has agreed to succeed him and I seek the formal endorsement of the Board, and also for the formal appointment to that Committee of Michelle Mitchell.
- b. As agreed at the last meeting of the Board, John Burn has moved from Specialised Commissioning to Audit and Risk Assessment Committee. Moira Gibb has agreed to succeed him on Specialised Commissioning Committee and I seek formal endorsement of her appointment by the Board.
- c. A note of current committee membership, reflecting these changes, is appended to this report.

Other visits and events

15. An outline of some of the activities I have undertaken since the last meeting of the Board:

- a. In my capacity as sponsor of the Sheffield Testbed, participation in the national NHS Testbed Quarterly event at Edgbaston, Birmingham;
- b. Interview with BBC You and Yours on the NHSE healthy new towns programme
- c. Keynote speech at the Genomic Medicine Centres National Conference;
- d. regular fortnightly meetings with leadership team of Genomics England Ltd, plus participation as a non-executive director at GEL board meetings;
- e. Visit (with Wendy Becker) to the NE London Commissioning Support Unit;
- f. Visit (with Joanne Shaw) to the national control centre of the Nationwide Building Society at Swindon for briefing on their approach to designing and maintaining a secure data system;
- g. Visit (with Dido Harding) to Frimley Park Hospitals and the Frimley Health and Care STP;
- h. Miscellaneous meetings with: the Acting Chief Government Scientist and the CEO of UK Research and Innovation on genomic medicine service; the National Guardian on the right to speak up; leaders of CCGs and provider trusts;
- i. Participation in various public policy seminars on health and social care;
- j. Keynote address to the Festival of Genomics; and
- k. In my joint capacity as NHSE Chair, and British Business Ambassador, I led the Healthcare UK trade mission to India and participated in sessions with healthcare leaders from India. As part of the mission, I participated also in the UK Government's India-UK Createch Summit 2018 in Mumbai.

Leave of absence

16. As directors are aware, I am proposing for personal reasons to take a period of leave between this meeting and the next meeting of the Board. Although I will be contactable throughout, I will be abroad for much of this time, so I am taking leave on an unpaid basis. I am pleased to report that David Roberts, as Vice-Chair, has undertaken to act as Chair through this period, and I invite the Board formally to approve these arrangements.

NED Board Committee Membership 2017-18

Committee	NED Membership
Audit and Risk Assurance Committee	Joanne Shaw (Chair) Wendy Becker John Burn
Investment Committee	Moira Gibb (Chair) Wendy Becker
Commissioning Committee	David Roberts (Chair) ¹ Wendy Becker (Chair) ² Victor Adebowale Noel Gordon Michelle Mitchell ³
Specialised Commissioning Committee	Noel Gordon (Chair) Michelle Mitchell Moira Gibb ⁴
Remuneration and HR Committee	Malcolm Grant (Chair) David Roberts Moira Gibb Wendy Becker

¹ With effect from 08.02.2018

² With effect from 08.02.2018

³ With effect from 08.02.2018

⁴ With effect from 08.02.2018