

To The Board

For meeting on: 25 May 2017

Agenda item: 8

Report by: Jessica Dahlstrom, Head of Governance
Sofia Bernsand, Deputy Head of Governance

Report on: Corporate Report

Introduction

1. The Corporate Report brings together reports of all of NHS Improvement's Board committees. This report summarises the committees' activity since the last meeting of the Board, which took place on 30 March 2017.

Operational Productivity Programme Delivery Group – 14 March and 19 April 2017

14 March 2017

2. Clinical and Workforce Productivity Progress Overview: The Group discussed an overview of the Clinical and Workforce productivity progress. Consideration was given to the systems for improving workforce planning and maximizing productivity. The positive progress made by specific trusts and in particular work areas, such as Pharmacy and Nursing productivity, was also considered.
3. Update on Corporate Services: The Group considered the work that had been undertaken on corporate services consolidation and the proposed next steps.
4. Update on Sector Development: The Group considered an update on sector development. The engagement approach for this programme and the proposed next steps were discussed.
5. Update on Model Hospital: The Group discussed the report which provided an update on the Model Hospital. The impact of the work that had been undertaken to date, the potential risks associated with delivery of the full programme and the proposed next steps were considered.
6. Update on Barts Health NHS Trust: The Group discussed the work that had been undertaken at Barts Health NHS Trust to accelerate the process of

identifying and delivering savings across the Trust.

19 April 2017

7. Pathology and Imaging Progress Update: The Group considered the progress of the Pathology and Imaging work programmes. The work that was being undertaken at the Pathology pathfinder trusts and the potential approach to broader implementation of this work across the sector was discussed.
8. Progress with Procurement Recommendations: The Group discussed an update on the progress of the Procurement Programme. The savings that had been delivered through the Programme to date and the level of engagement and compliance with the recommendations were considered.
9. NHS Estates and Facilities Update: The Group discussed the report which provided an update on the estates and facilities element of the main Productivity and Efficiency Implementation Programme and the proposed next steps. The savings that had been delivered through this work in 2016/17 and the potential savings that could be achieved in 2017/18 were considered.
10. Improving Operational Productivity at Barts Health NHS Trust – progress updates: The Group discussed the work that had been undertaken at Barts Health NHS Trust to accelerate the process of identifying and delivering savings in orthopaedics, pathology, corporate services, imaging and procurement.
11. Full minutes of the meetings are attached as Confidential Annex A.

Audit and Risk Assurance Committee – 2 May 2017

12. Deep dive risk reviews: The Committee considered the report which outlined work undertaken to address issues raised in the Internal Audit Report presented to the Committee at its previous meeting. The Committee also received an update on work underway to address workforce capacity and capability risk.
13. Internal audit progress report: The Committee considered the report which provided an update on progress against the internal audit plan for 2016/17. It was noted that the outstanding 2016/17 internal audit reviews would be presented at the July Committee meeting.
14. Internal audit reports: The Committee received internal audit reports on IT Service Management, business continuity planning and the Financial Improvement Programme (FIP). Progress made in relation to business continuity plans and the recommendations to further strengthen the effectiveness of the running of the FIP programme were noted.
15. Final 2017/28 internal audit plan: The Committee considered and approved the draft internal audit plan for 2017/18.
16. Update on consolidated NHS foundation trust accounts 2016/17: The Committee

noted a paper, which provided an update on the progress on the preparation of the year end consolidated NHS foundation trust accounts. Since the last meeting there had been no changes to the planned assurances and no significant changes were expected to occur. Year-end plans were on schedule and there were no further matters requiring the Committee's attention.

17. National Audit Office – interim progress report: The Committee received a report from the National Audit Office (NAO), NHS Improvement's external auditors, which provided an update on key matters identified during the interim audits of the financial statements of Monitor and NHS Trust Development Authority (TDA). The Committee also considered the audit progress report of NHS foundation trust consolidated accounts.
18. National Audit Office – value for money programme: A brief update was provided on the impact and the reprioritisation of NAO's value for money programme following the announcement of the general election on the 8 June was provided. The Committee considered the new planned publication timeframes and requested that a further update be given on the studies that directly impacted NHS Improvement.
19. Risk update: The Committee considered a report which provided an update on NHS Improvement's exposure to risk at the end of quarter four of 2016/17. The Committee considered and approved changes to the Strategic and High Level Operational Risk Register and the Risk Appetite Strategy and requested that a deep dive risk review on risk appetite be presented to the Committee in due course. The Committee also considered the annual review of the Assurance and Risk Management Framework
20. Annual Report of the Committee to the Board: It was noted that the annual report to the Board summarising the Committee's activities would be sent to Committee members for comments and approval by correspondence after the meeting.
21. Full minutes of the meetings are attached as Confidential Annex B.

Provider Leadership Committee – 27 April 2017

22. Changes to the recruitment process for NHS trust Non-Executive Directors: The Committee approved delegation to NHS trusts of certain recruitment and selection activities relating to the appointment of non-executive directors of NHS trusts, subject to a pilot programme and regular spot checks being carried out.
23. Due diligence in Non-Executive Director appointment processes: The Committee resolved to request that random checks of the most senior qualifications on candidates' CVs would be carried out by the appointment team or NHS trust HR teams as applicable.
24. Update on the development of the VSM pay framework: The Committee received an oral update on this matter.

25. Full minutes of the meetings are attached as Confidential Annex C.

Technology and Data Assurance Committee – 15 May 2017

26. NHS Improvement technology and data: Overview of 2017/18 plan and Business Transformation Programme: The Committee discussed the Business Transformation Programme and other key aspects of technology and data developments at NHS Improvement. Areas covered in the discussion included priorities for the Business Transformation Programme, resources, recruitment and retention and building on current successes including an automatic data collection programme.

27. Oversight and coordination of the NHS-wide digital agenda: It was noted that while there were a number of executive-led oversight groups to oversee the digital agenda, there was currently no joint oversight across the Arms' Length Bodies at Non-Executive Director level. It was suggested that this Committee could fulfil that role, and that this would be explored in further discussions among NHS England, NHS Digital and NHS Improvement.

28. Cybersecurity: The Chief Information Officer provided an overview of the cyber-attack which had occurred on Friday 12 May. Consideration was given to strategies which could be put in place to improve the resilience of NHS organisations to future cyber-attacks, and a discussion took place on ensuring appropriate accountability for the management of cybersecurity risk. This is an item on the agenda for the private session of the Board on 25 May 2017.

29. Full minutes of the meetings are attached as Annex D.

Recommendation

30. The Board is asked to note recent committee activity.

Jessica Dahlstrom
Head of Governance

Sofia Bernsand
Deputy Head of Governance