

**BOARD MEETING - WEDNESDAY 24 JANUARY 2018  
ACTION LOG**

Ref	Subject	Action Required	Owner	Date raised	Date due	Progress/Comment	Completed
BM/16/105 para 4.4	Update on Sustainability and Transformation Plans	The Board highlighted the need for STPs to be realistic in terms of activity projections and in terms of capital plans. It was noted that a paper on capital planning would be brought to the Board at a future meeting.	Bob Alexander	24/11/2016	24/01/2018	Update provided to the Board following Autumn budget	Complete
BM/17/66 para 8.4		The Board requested that a further update be given in due course.	Bob Alexander	20/07/2017			
BM/16/105 para 4.4	Update on Sustainability and Transformation Plans	Public accountability would be discussed at a joint meeting of NHS Improvement's and NHS England's Audit and Risk Assurance Committees scheduled for June 2017. It was noted that colleagues from the Care Quality Commission's Audit and Risk Assurance Committee would also be invited to attend this meeting.	Jessica Dahlstrom	30/03/2017	24/01/2018	Awaiting confirming from NHS England on dates for their Audit Committee's availability. Now investigating the possibility of this meeting being arranged in early 2018.	In hand
BM/17/66 para 8.4							
Oral item para 6.2	Questions and comments from the public	It was noted that a public discussion on preparing the response to crises such as these would be held by the Board at a future date.	Sigurd Reinton and Jeremy Marlow	25/05/2017	24/01/2018	This topic was discussed in private on 28 September 2017. Date of public session to be confirmed.	In hand

Ref	Subject	Action Required	Owner	Date raised	Date due	Progress/Comment	Completed
BM/17/52(P) para 6.4	NHS Improvement's values and behaviours	The Board approved the proposed values and behaviours, subject to consideration being given to how to measure progress and demonstrate adoption to stakeholders. The Board also requested that regular updates on implementation be given to the Internal Operations Committee, the Executive Committee and to the Board.	Kathy McLean, Aidan McCormack	20/07/2017	24/01/2018	An update on the staff survey results is due to be provided in the private session of the January Board meeting. Updates on values and behaviours to follow.	In hand
BM/17/66 para 14.2	Challenged providers	The Board emphasised the importance of keeping the number of providers subject to Special Measures at a manageable level. The need to review the process once the new Chairman and Chief Executive have been appointed was also noted.	Stephen Hay	20/07/2017	24/01/2018	Executive Director of Regulation/Deputy CEO and Executive Medical Director/COO keeping numbers under review although CQC influences Special Measures for Quality. Special Measures policy has been incorporated in wider operating model review.	Complete
BM/17/68 para 4.4	Quality report	A discussion took place on NHS Improvement's role regarding patient safety in the primary care sector. The need for a clear definition of a safety incident in a primary care context was highlighted and the Board commented that NHS Improvement should work with the primary care profession to progress this. It was requested that a member of the patient safety team would be asked to give a presentation at a future Board meeting.	Kathy McLean, Ruth May	28/09/2017	24/01/2018	Dates are being sought for a future presentation to the Board from the Patient Safety team.	In hand

Ref	Subject	Action Required	Owner	Date raised	Date due	Progress/Comment	Completed
BM/17/68 para 4.5	Quality report	Consideration was given to the measurement of quality improvement and it was noted that a dashboard had been developed and would be discussed by the new Quality Committee before being brought back to the Board.	Kathy McLean, Ruth May	28/09/2017	24/01/2018	Updated Quality dashboard discussed by the Quality Committee on 17 January 2018. Update to the Board to follow.	In hand
BM/17/76(P) para 11.3	Update on incident management and emergency preparedness	Consideration was given to preparedness across the NHS for cybersecurity attacks and the Board noted that the Technology and Data Assurance Committee had received a full report on this subject. A paper would be presented to the November Board meeting on cybersecurity and on digital strategy more widely.	Jeremy Marlow / Pete Sinden	28/09/2017	30/11/2017	An update was provided to the November Board.	Complete
BM/17/77(P) para 12.6 and 12.7	Collaboration and joint working with NHS England	The approach to review and evaluation was discussed and it was noted that the Board would receive quarterly updates and that at each update, a decision would be taken to continue with testing, to cease the arrangements, or to put the arrangements on a substantive basis and/or extend the approach to other regions. The Board also requested that work would commence jointly with NHS England to consider more openly and proactively options for future collaboration and joint working.	Ben Dyson / Anne Eden	28/09/2017	24/01/2018	Update to be provided at January Board meeting.	In hand

Ref	Subject	Action Required	Owner	Date raised	Date due	Progress/Comment	Completed
BM/17/78(P) para 13.8	Shaping a Healthier Future SOC programme	The Board considered that it was not possible to approve the Strategic Outline Case on the basis of the assumed reduction in emergency admissions because the evidence that underpinned how this would be achieved was not clear in the Strategic Outline Case and agreed that further work was required to develop this before the Strategic Outline Case could be brought back to the Board for approval. Several Non-Executive Directors offered to work with executive colleagues in an advisory capacity as the next Board paper was being developed.	Steve Russell	28/09/2017	24/01/2018	NHS Improvement and NHS England London are working closely with the SaHF programme to develop the evidence required before the case can be re-presented to the Board. The SaHF programme has committed to providing an updated position by 19th January 2018 which will initially be assured locally, before being shared more widely. Date for re-representation to the Board has still to be set.	In hand
BM/17/82 para 3.7	Q2 financial position and year end forecast	The Board noted the approach that had been taken last year to the unearned element of the Sustainability and Transformation Fund (STF). The need to agree an approach with NHS England for this year as soon as possible was emphasised. It was noted that discussions were underway and the Board requested that a meeting of the Joint Finance Committee should be convened as soon as possible to conclude on this matter.	Richard Douglas, Jessica Dahlstrom	13/11/2017	24/01/2018	A meeting of the Joint Finance Committee is due to take place on 23 January 2017.	Complete
BM/17/82 para 3.8	Q2 financial position and year end forecast	The Board stressed how important it was to have a clear system view of the financial position and requested that this should be discussed urgently at the Joint Finance Committee.	Elizabeth O'Mahony, Jessica Dahlstrom	13/11/2017	24/01/2018	A meeting of the Joint Finance Committee is due to take place on 23 January 2017.	Complete

Ref	Subject	Action Required	Owner	Date raised	Date due	Progress/Comment	Completed
BM/17/82 para 3.10	Q2 financial position and year end forecast	The Chief Executive set out the three key areas of work for the coming weeks, which were to issue sector-wide instructions in areas where NHS Improvement believed more could be done to improve efficiency, to increase focus on the most challenged trusts and to ensure that there was a clear joined-up view of the sector position with NHS England via the Joint Finance Committee.	Elizabeth O'Mahony	13/11/2017	24/01/2018	A meeting of the Joint Finance Committee is due to take place on 23 January 2017, and a new programme of work has been set up to focus on the most challenged trusts. See Challenged Providers report.	Complete
BM/17/81 para 4.9	Winter preparation	A discussion took place on the costs associated with making the required number of additional beds available and the Chief Financial Officer undertook to circulate a note on this subject to the Board.	Elizabeth O'Mahony	13/11/2017	24/01/2018	Paper prepared but superseded by other papers prepared by the National Director of Urgent and Emergency Care	Complete
BM/17/81 para 4.13	Winter preparation	The need for national guidance on actions that were acceptable in the context of planning for and managing the winter period was emphasised and the Board noted that the 'crib sheet' for Regional Directors would be expanded to include such guidance.	Pauline Philip	13/11/2017	24/01/2018	This action has been completed.	Complete
Oral item para 9.3	Chair and Chief Executive's report	It was requested that the Joint Finance Committee, on which both NHS England and NHS Improvement were represented, would be used as the mechanism for agreeing a joint position on the additional funding. A meeting of the Joint Finance Committee should be scheduled as a matter of urgency, and where necessary business should be conducted in correspondence.	Richard Douglas, Jessica Dahlstrom	30/11/2017	24/01/2018	A meeting of the Joint Finance Committee is due to take place on 23 January 2017.	Complete

Ref	Subject	Action Required	Owner	Date raised	Date due	Progress/Comment	Completed
BM/17/93(P) para 11.4	Progress on cybersecurity and Paperless 2020	The Chief Information Officer's report on cybersecurity would be circulated to the Board in draft form once it was available.	Will Smart, Jessica Dahlstrom	30/11/2017	24/01/2018	Update sought	
BM/17/93(P) para 11.5	Progress on cybersecurity and Paperless 2020	A discussion took place on cybersecurity as captured in NHS Improvement's risk register and the Board indicated this risk should be escalated until appropriate mitigations were in place.	Jeremy Marlow, Ben Dyson	30/11/2017	31/03/2018	Risk currently captured on risk register relates to internal cybersecurity. Work is ongoing on capturing the wider NHS risks and this will be presented to the Board in March 2018.	In hand
BM/17/93(P) para 11.7	Progress on cybersecurity and Paperless 2020	It was noted that there was not sufficient funding for the Paperless 2020 programme, and that this situation had been exacerbated by the requirement to fund cybersecurity investment from the Paperless 2020 programme budget. The Chief Information Officer and the Executive Director of Operational Productivity would write a letter on this subject to the Department of Health. It was noted that the new Chief Clinical Information Officer, who was due to be appointed in December, would be invited to the Board in January to present an update on the matters above.	Jeremy Marlow, Will Smart	30/11/2017	24/01/2018	Work is ongoing and this matter was discussed at the Technology and Data Assurance Committee. A new CCIO has been appointed. To be discussed at a future board meeting.	In hand