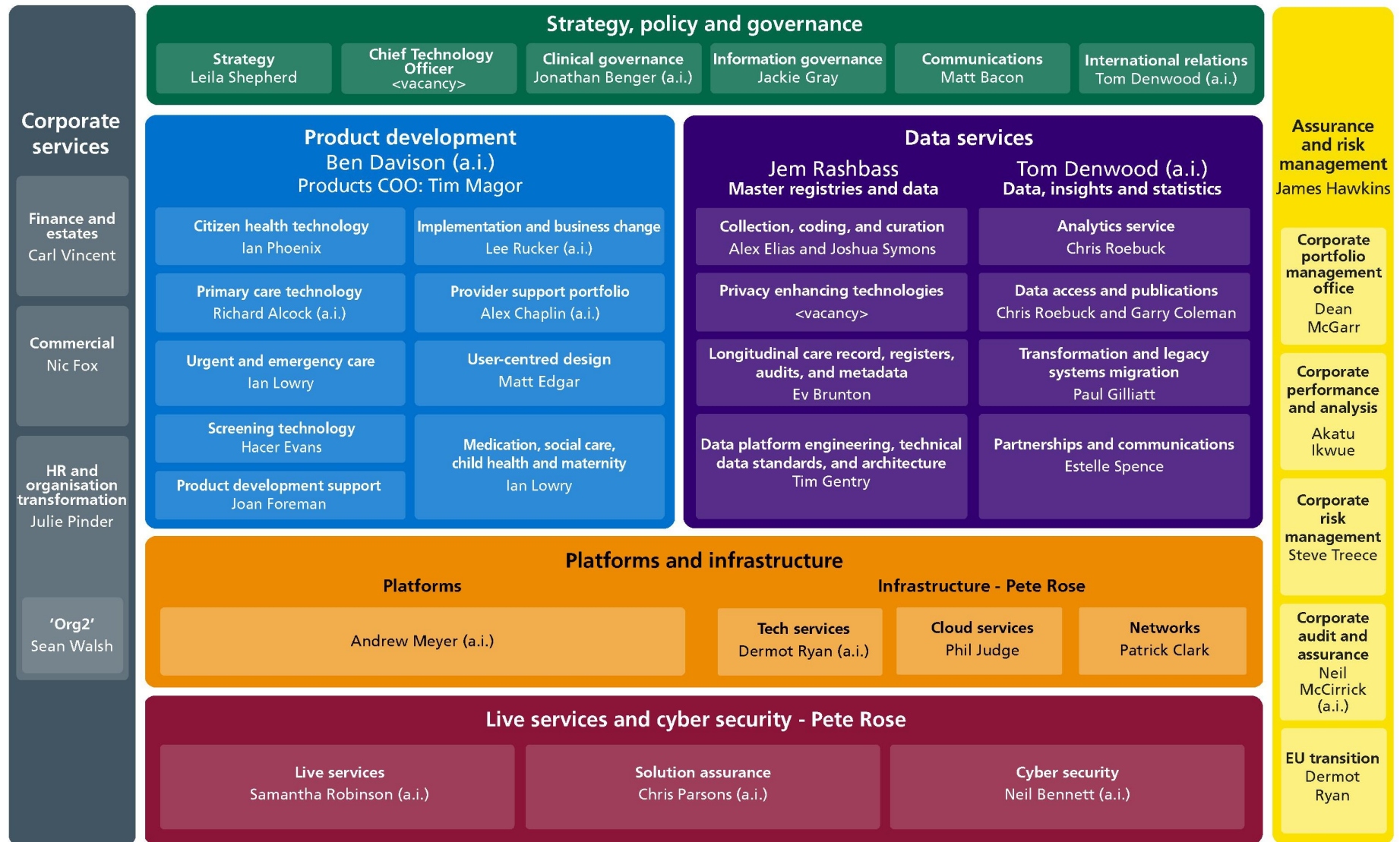




May 2020 | Version 1.5

Our organisational structure



An overview of our directorates

Strategy, policy and governance

Defines our strategic agenda based on the needs of our clients and evolving political, technical, government and market environments. Liaises with the Department of Health and Social Care, third parties and internal teams to ensure policy and governance coherence and clarity. Provides clinical and information governance, guidance and oversight.

Product development

Designs and delivers new applications and services commissioned by NHS England, NHS Improvement, Public Health England and other arm's-length bodies to help citizens, patients and clinicians across primary, secondary and social care. Leverages the external healthcare market and fosters digital knowledge, understanding and appetite across the system.

Data services

As the data custodian for the health and care system, has primary responsibility for driving data quality, linking data across the system and providing reliable statistics and insights. Guided by an absolute respect for data privacy and a commitment to empowering healthcare research and the UK life sciences sector.

Platforms and infrastructure

Provides the core infrastructure and platforms that connect the vast number of digital service providers across the health and care system and delivers an increasing number of platforms to support NHS Digital's data management and product development activities (for example, facilitating cloud usage, identity and access management).

Live services and cyber security

Responsible for the reliable, performant and secure operation of all live systems and services that we operate for the health and care system. Includes the Information Technology Operations Centre (ITOC) and the Cyber Security Operations Centre (CSOC).

Assurance and risk management

A strategic and collaborative partner that maximises specialist expertise to provide independent assurance that strategic and delivery risks are appropriately managed across live services, change programmes and corporate functions, within our risk appetite. The function provides accurate and timely information, intelligence, analysis, insight, agreed standards and oversight to enable robust decision-making and compliance.

Corporate services

The centre of expertise and management for financial, commercial, people and workforce functions. In addition, for approximately the next 18 to 24 months, will deliver the Org2 programme to reshape the way we organise ourselves to deliver work, the way we develop our capabilities and our internal operational tooling.



Our directors

	Substantive	Ad interim
Managing Directors	Sarah Wilkinson Pete Rose	
Executive Directors	Jackie Gray Jem Rashbass Carl Vincent	Jonathan Benger Ben Davison Tom Denwood
Directors	Matt Bacon Nic Fox James Hawkins Ian Lowry Julie Pinder	Ian Phoenix Sean Walsh Hacer Evans Leila Shepherd Rich Alcock Neil Bennett Andrew Meyer

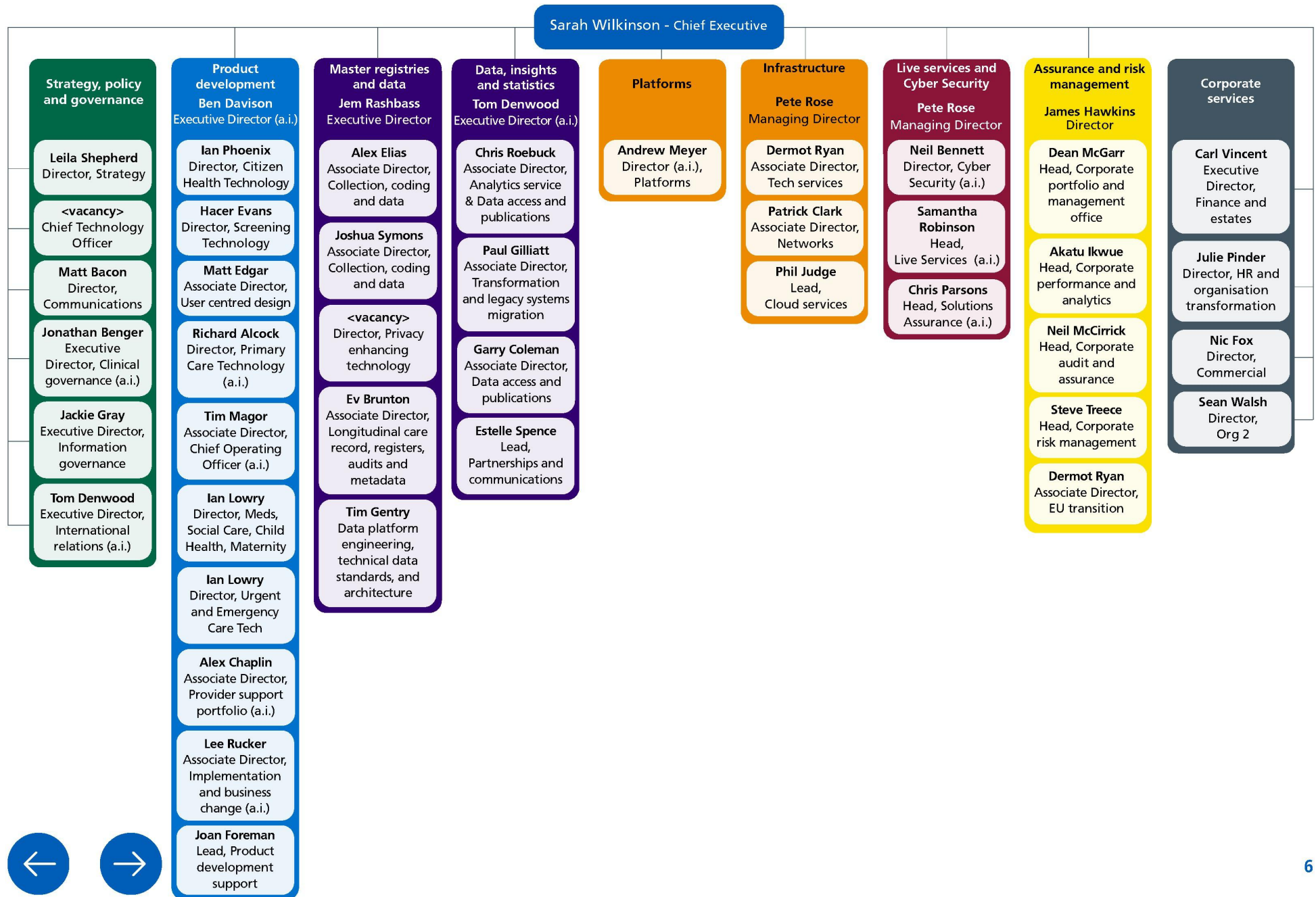


Our associate directors

	Substantive	Ad interim	
Associate Directors	Richard Ashcroft	Catherine O’Keeffe	Alex Chaplin
	Sonia Bewley	Hazel Randall	Gaynor Dalton
	Eveline Brunton	Chris Roebuck	Chris Fleming
	Laurence Burgess	Dermot Ryan	Richard Irvine
	Patrick Clark	Malcolm Senior	Tim Magor
	Robert Cleary	Jackie Shears	Phil Nixon
	Garry Coleman	Marc Silverside	Mark Reynolds
	Martin Dennys	Louise Sinclair	Lee Rucker
	Matt Edgar	Tom Slater	Richard Steele
	Alex Elias	Joshua Symons	Caron Swinscoe
	Shaun Fletcher	Pete Thomas	
	Michael Flintoft	Alison Ward	
	Paul Gilliatt	Martin Warden	
	Simon Gray		
	Richard Lawes		
	Ian Newbold		
	Catherine Nicholson		



High-level organisation chart



Executive membership of the Board and attendance at Board committees

NHS Digital Board	
Chief Executive Sarah Wilkinson	Chief Financial Officer Carl Vincent
Deputy Chief Executive Pete Rose	Chief Medical Officer Jonathan Benger

Talent, Remuneration and Management Committee (TRaMCo)	Audit and Risk Committee (ARC)	Information and Cyber Security Committee (IACSC)	Investment Committee (InvestCo)
Chief People Officer Julie Pinder Chief Commercial Officer Nic Fox Chief Executive Sarah Wilkinson	Chief Risk Officer James Hawkins Chief Financial Officer Carl Vincent Chief Executive Sarah Wilkinson	Deputy Chief Executive Pete Rose Executive Director Jackie Gray Chief Risk Officer James Hawkins	Chief Financial Officer Carl Vincent Chief Commercial Officer Nic Fox

The lead executive is shown in bold in each case



Working with our stakeholders

	Organisations	Roles	NHS Digital lead partner
International partners	Governments International healthcare organisations	Senior leaders Senior leaders	Head of International Development Head of International Development
National organisations	Department of Health and Social Care NHS England/Improvement NHSX Public Health England Genomics England Care Quality Commission Business Services Authority Information Commissioner's Office Local Government Association Royal colleges, Academy of Medical Royal Colleges etc. National Data Guardian	Director General, Community and Social Care Chief Executives and Deputy Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Senior leaders The National Data Guardian	Chief Executive Chief Executive Chief Executive Chief Executive CEO and Executive Director for Master Registries and Data CEO, and Director, Assurance and Risk Management Deputy Chief Executive Chief Executive and Head of Information Governance Executive Director, Product Development Chief Medical Officer Head of Information Governance
Regional organisations	North West North East and Yorkshire East of England Midlands London South West South East	Chief Executive Chief Financial Officer Chief Commercial Officer Chief Medical Officer Chief Clinical Information Officer Chief Information Officer Chief Information Security Officer	Chief Executive Chief Financial Officer Chief Commercial Officer Chief Medical Officer Executive Director, Product development Deputy Chief Executive Chief Information Security Officer
Local organisations	Local provider organisations	Strategy and IT change functions Implementation and change functions IT live services functions	Associate Director, Implementation and Business Change Associate Director, Provider Support Portfolio
Research community	Life science organisations UK research organisations and academia Health Data Research UK	CEOs and strategy functions Senior leaders Chief Executive	Chief Executive Executive Director Data Insight and Statistics Executive Director Data Insight and Statistics



COVID-19 interim response

Our vision

To refocus elements of our work during the national pandemic to best support the wider system priorities underpinned by digital and data systems, as well as our own organisation and workforce.

Our purpose

- deliver products, services and critical infrastructure that meet the rapidly evolving needs of citizens, health and care staff and system coordinators during the pandemic response
- deliver data and information services to rapidly support the care of citizens and staff, and accelerate operational planning and clinical research to support the national response
- support the health and wellbeing of our staff, their families and communities and support the critical systems and services we deliver while government restrictions are in place and beyond



COVID-19 interim response

Summary

NHS Digital started to refocus activities across the organisation to support the wider COVID-19 response in January 2020. The Gold-Silver-Bronze command structures and Programme Management Office (PMO) put in place are temporary whilst the need exists.

In response to COVID-19, we are demonstrating our ability as an organisation to deliver quality systems at pace and handle unprecedented levels of demand for our systems and services, working in close partnership with commissioners at NHSX and other bodies and our vendor community.

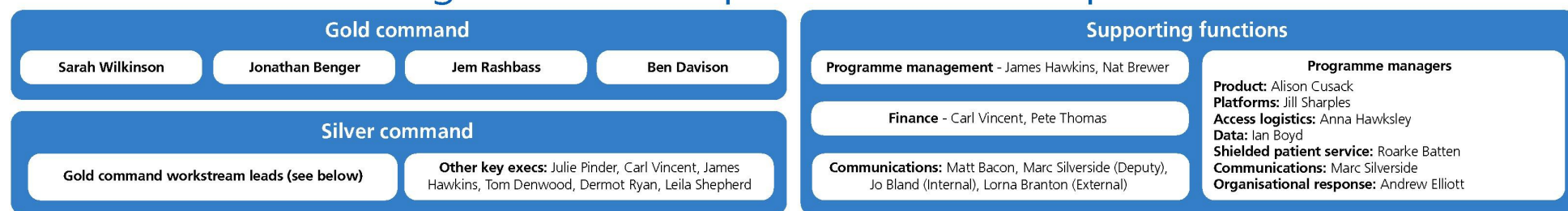
Workforce support

In April 2020 whilst government lockdown measures were in place, we had circa 1000 staff reporting that they are directly supporting COVID-19 related activities, out of a permanent staff base of circa 2500.

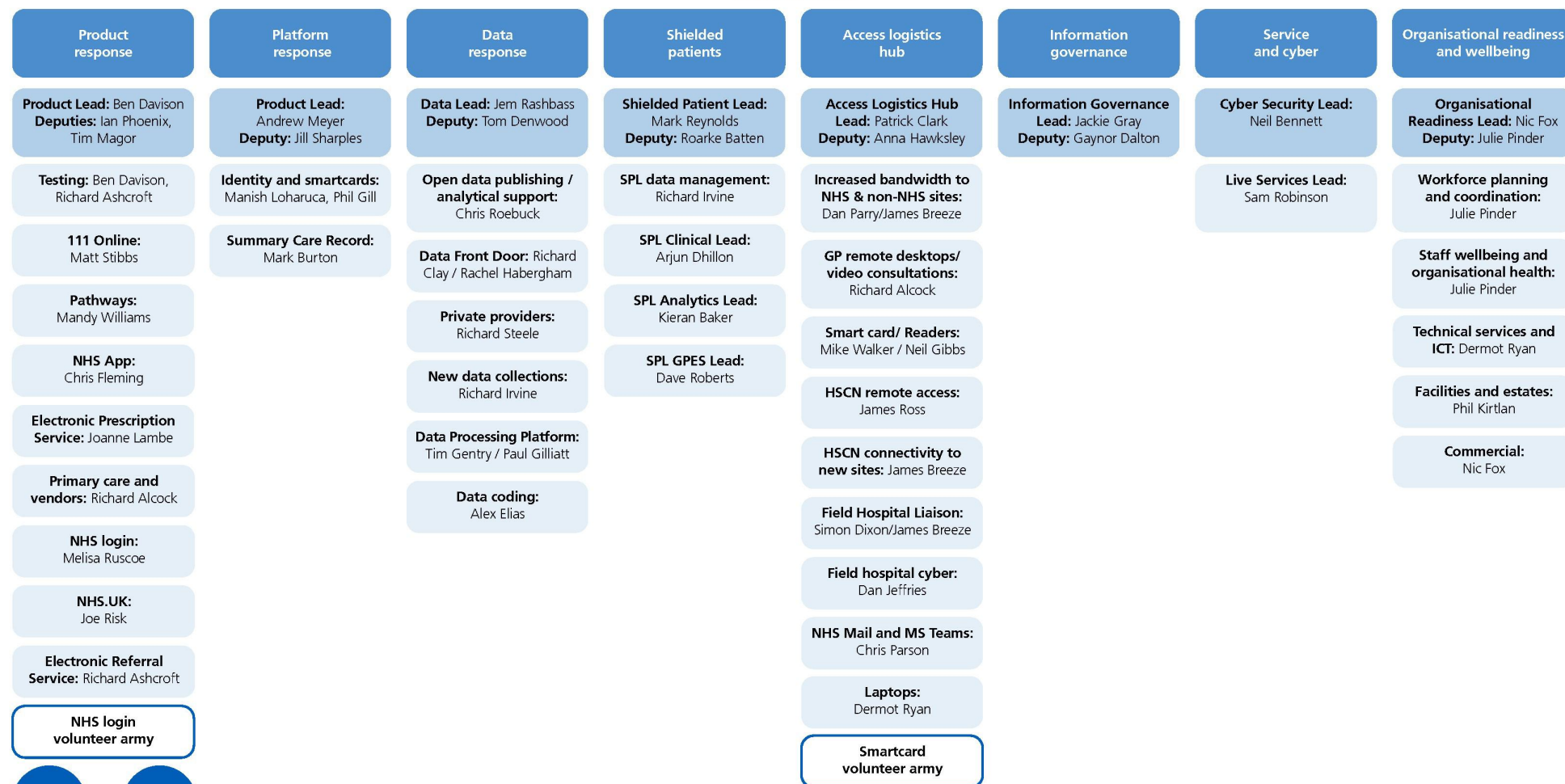
In addition to staff directly supporting COVID-19, we have had a tremendous Volunteer response from across the organisation who have stepped in and supported critical and time-sensitive initiatives when needed, for example a surge in NHS Login verifications, support to returning health and care staff. A total of 100 colleagues were involved in this effort.

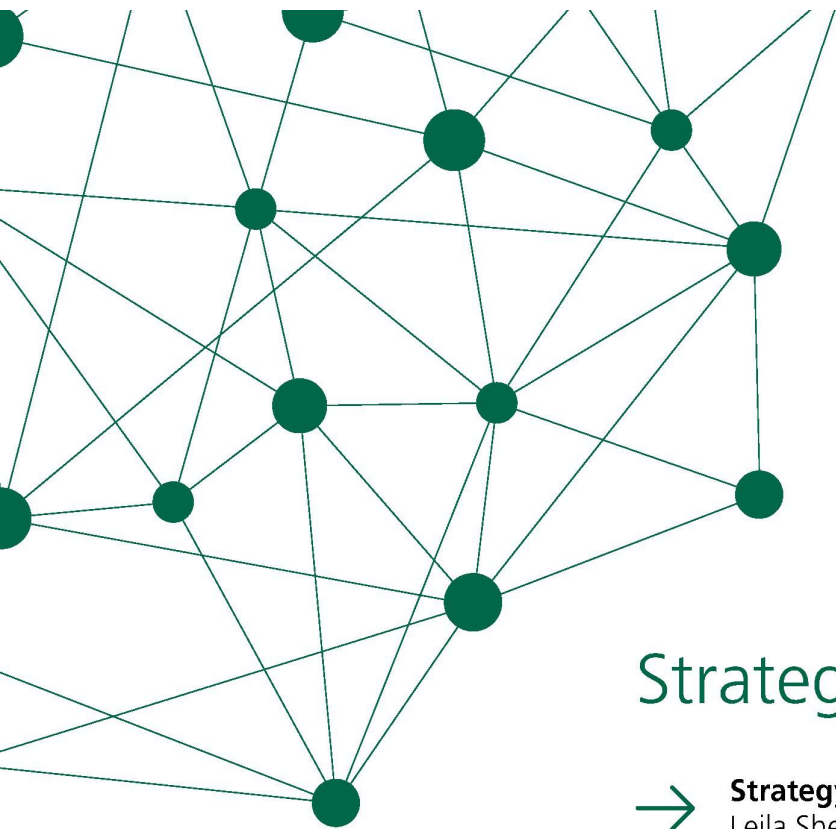


Organisation map – COVID-19 response



Workstreams



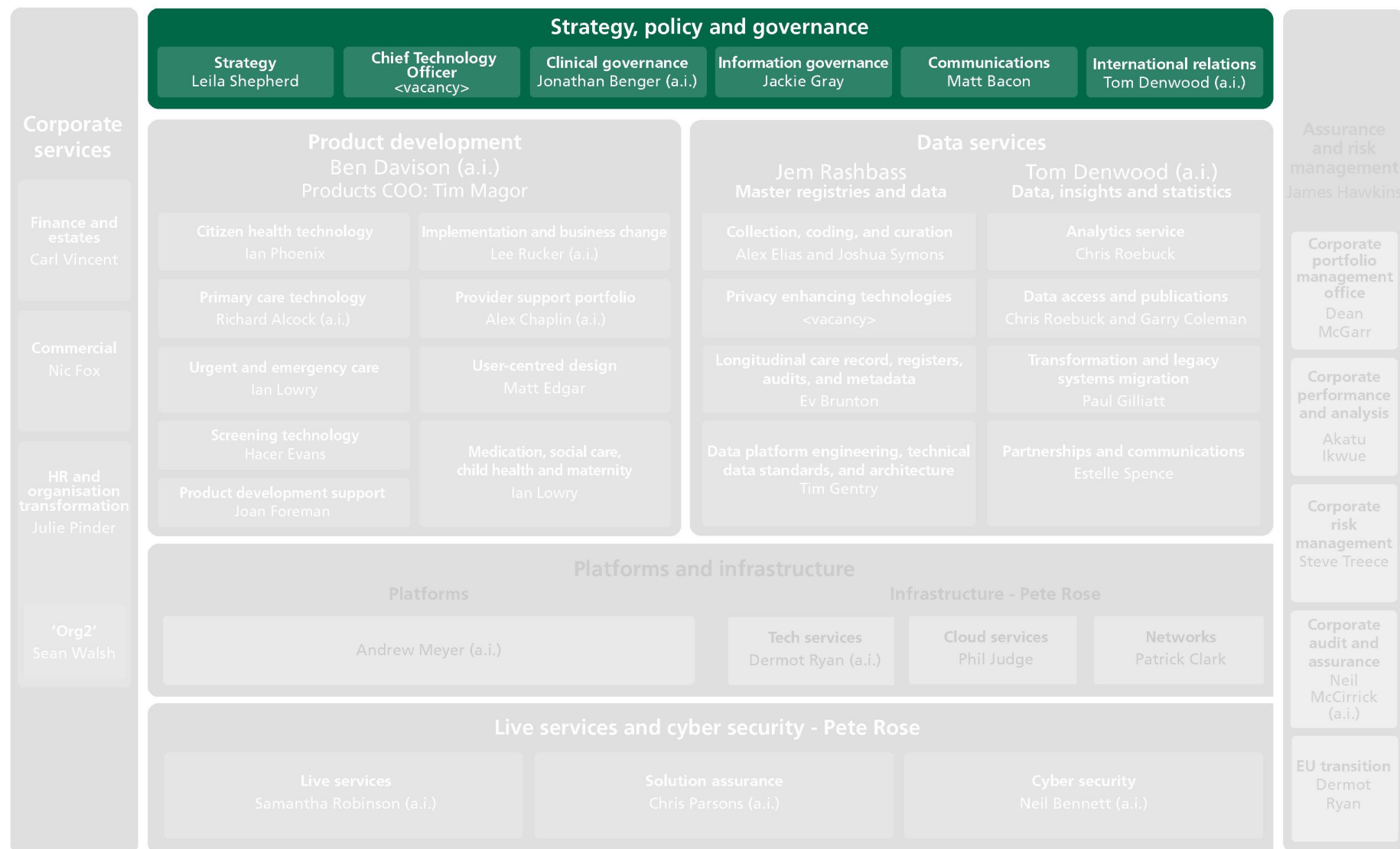


Strategy, policy and governance

- **Strategy and planning**
Leila Shepherd
- **Chief Technology Officer**
<vacancy>
- **Clinical governance**
Jonathan Benger (a.i.)
- **Information governance (IG)**
Jackie Gray
- **Communications**
Matt Bacon
- **International relations**
Tom Denwood (a.i.)



Organisation map – Strategy, policy and governance



Strategy, policy and governance

Our vision

We empower and enable sustainable delivery through organisation-wide specialist functions which ensure alignment to the health and social care system.

Our purpose

- we define and promote our strategic priorities based on the needs of our clients and evolving political, technical, clinical, regulatory and market environments
- we liaise with the Department of Health and Social Care, third parties and internal teams to ensure policy and governance coherence and clarity
- we provide clinical and information governance and semantic interoperability expertise through standards and architecture



Strategy and planning

Director of Strategy: Leila Shepherd

We define NHS Digital's strategy and ensure that our technical approach meets the evolving needs of the health and care system. We do this by i) working with system partners to shape the agenda for digitisation of health and care and ii) supporting our delivery programmes with strategic analyses and planning to ensure that they meet the needs of the users and the wider system.

Purposes:

- define the strategy for delivery of all products and services commissioned from NHSX and other bodies to ensure they create value for end users and meet system needs
- define the strategic approach to key technical agendas across the organisation and ensure they align to a consistent organisation-wide approach
- lead and co-ordinate expert NHS Digital input into defining the strategic agenda for digitisation of the health and care system in partnership with our commissioners



Chief Technology Officer

Chief Technology Officer: <Vacancy>

We ensure that our digital services are underpinned by common architecture practice and use the right technologies. This includes outlining the company's technological vision, implementing technology strategies, and ensuring that the technological resources are aligned with the NHS Digital's business needs. We work closely with other arm's length bodies, including NHSX, to ensure our services meet the needs of the health and care system.

Products and services

Enterprise architecture

Lead: Mark Reynolds (a.i.)

Responsible for the NHS Digital enterprise architecture, comprising the business services, applications, data and technology that make up our digital delivery. This includes managing the technology roadmap to reduce technical and architectural debt across the organisation. We also provide a system-wide architecture governance service that supports the development of a consistent architecture across the health and care system.

Solutions Architecture

Lead: Shaun Fletcher

Provides delivery of expert technical and solutions advice to our key portfolio areas, ensures that digital services are well designed and maintained, conform to architecture standards and make the best use of new technologies. This includes the technical governance of programme delivery and live services through the Technical Governance and Review process, from advice on technology strategy through to decommissioning.



Clinical governance

Executive Director of Clinical Governance: Jonathan Benger (a.i.)

We believe that at its core, the clinical role must support the pursuit of outstanding health and care digital solutions that deliver better patient outcomes and excellent patient and staff experience. Through applying a robust clinical governance methodology we support NHS Digital in delivering programmes and services that are safe, effective and of value to patients, citizens and front line staff. We do this through the provision of clinical oversight and clinical risk identification and management delivered within a culture of continuous improvement.



Products and services

Clinical Leadership and governance

Lead: Chief Medical Officer Professor Jonathan Benger (a.i.)

Provides strategic clinical leadership for NHS Digital, clinical oversight for programmes and services and ensures the clinical governance framework is implemented and understood to deliver the safest most effective services to the health and care system.

Clinical safety

Lead: Dr Manpreet Pujara

Provides oversight and assurance of clinical safety throughout NHS Digital's work. This includes ensuring products and services are developed to recognised safety standards and are signed off as clinically safe to go live. The clinical safety team are also responsible for providing clinical insight and input into incidents and issues with live services.

Clinical authoring and Pathways support

Lead: Darren Worwood

Responsible for creating clinical content for use in NHS Pathways products, applying robust Clinical Governance and engaging with external stakeholders to ensure consistent, safe and effective service delivery in a variety of settings including 111 and 999 services.

Clinical support to programmes and services

Lead: Senior Clinical Leads

Provide clinical leadership to programmes and services within NHS Digital, identifying and managing clinical risks and engaging with external stakeholders to support the delivery of safe products and services to end users.

Clinical governance (continued)

Executive Director of Clinical
Governance: Jonathan Bengner (a.i.)



Products and services

Professional development

Lead: Raj Kumar

Provides assurance that NHS Digital clinicians are registered with the appropriate professional bodies and continue to provide high quality, accurate and up-to-date clinical insight through Continuous Professional Development and Quality Improvement activities.

Caldicott Guardian

Lead: Arjun Dhillon

Provides support, advice and guidance on confidentiality and ethical issues associated with programmes and services that have a clinical or staff impact.

Information governance

Executive Director of Information Governance: Jackie Gray

With increasing accountability requirements under the General Data Protection Regulation (GDPR) and the Data Protection Act 2018 there is a need to assure the public and a wide range of stakeholders that NHS Digital is a safe haven for patient data.

Information governance (IG) to support the move towards greater digitisation of the NHS and the increased demand for health data supporting delivery of care alongside crucial health research. This requires greater collaboration with stakeholders and more strategic IG work at a national level.

The IG team are active participants in the cross-sector Health and Care Information Governance Panel and its Editorial Board, ensuring standardisation and provision of consistent guidance to support health and care organisations in meeting Information Governance best practice.

Products and services

Data Protection Officer (DPO) Lead: Catherine Nicholson*, DPO and IG compliance team

Discharges the tasks and responsibilities of the Data Protection Officer set out in the General Data Protection Regulation (GDPR):

- advise on NHS Digital vires and directions and mandatory requests
- provide specialist information governance advice
- personal data breach investigation and management
- national data opt-out
- liaison with the Information Commissioner's Office (ICO)
- caldicott Guardian support

The IG compliance function includes:

- records Management
- NHS Digital Data Security and Protection Toolkit (DSPT)
- Transparency and IG policy, guidance and training

Strategic IG, programmes and live services team Lead: Gaynor Dalton

Responsible for specialist IG advice and guidance throughout a product life cycle to NHS Digital programmes and live services. This includes IG guidance on Issue and risk management, Data Protection Impact Assessments (DPIAs), and Transparency.

The team also leads on specific strategic external IG Projects, for example, ICO Sandbox National Consent Model and provides support to system-wide initiatives in collaboration with NHSX.

* Kevin Willis (a.i.) becomes DPO from 11 May 2020



Information governance (continued)

Executive Director of Information
Governance: Jackie Gray

Products and services

IG service team

Lead: Catherine O’Keeffe

Responsible for the business management of IG functions including Freedom of Information Act (FOIA) and Data Subject Access Requests (DSARs). Also responsible for the provision of the IG helpline service to coordinate, respond and manage all IG queries. The team also provides specialist guidance and support for complex IG issues with regard to DARS. The Independent Group Advising on the Release of Data (IGARD) secretariat are also part of the team.

IG transformation projects

Lead: Simon Gray

Responsible for the development and co-ordination of internal IG transformation projects, liaising with key areas of the business and external stakeholders to understand their ongoing IG requirements and developing solutions to meet this need. In 2020 this will include:

- review of unified register, Data Protection Impact Assessments and Directions process; and
- lead on the ICO General Data Protection Regulations (GDPR) Article 40 codes of practice in collaboration with NHSX

However, an agile approach is being taken and the Book of Work will evolve throughout the operational year.



Communications

Director of Communications:
Matt Bacon

We help the public, health and care staff and our major stakeholders to understand what NHS Digital does and how to use and get the most out of our products and services. Our internal communications give our staff the information they need to work effectively.

Products and services

Communications strategy, planning and insight

Lead: Marc Silverside

The strategy, planning and insight function is responsible for:

- the strategic alignment of communications priorities
- ensuring oversight and assurance of delivery, evaluation and performance
- directing audience insight and research
- maintaining a robust strategic planning process

Communications network

Lead: Zoe Webb

The communications network works in partnership with the business to define strategic communications objectives and plan and coordinate impactful, multi-channel communications plans to meet those objectives.

Content and creative

Lead: Tristan Kelly

The content and creative function is responsible for creating visual and written content that supports NHS Digital's strategic objectives and meets the needs of our audiences.

Strategic engagement and internal communications

Lead: Jo Bland

The internal communications and strategic engagement function is responsible for equipping our people with the organisational knowledge they need to work effectively and giving external stakeholders the information that allows them to understand and support digital transformation.

Media and campaigns

Lead: Lorna Branton

The media and campaigns function safeguards the reputation of NHS Digital through strategic communications advice and media relations management, while proactively delivering impactful, multi-channel media activity and campaigns with positive results.



International relations

Executive Director of Data services:
Tom Denwood (a.i.)

We support global activity to enable UK care professionals, patients and citizens to benefit from the latest digital advances from around the world, and to allow our health system to remain a global leader in the delivery of innovative healthcare.



Products and services

International engagement

Lead: Nosober Latif

Purposes:

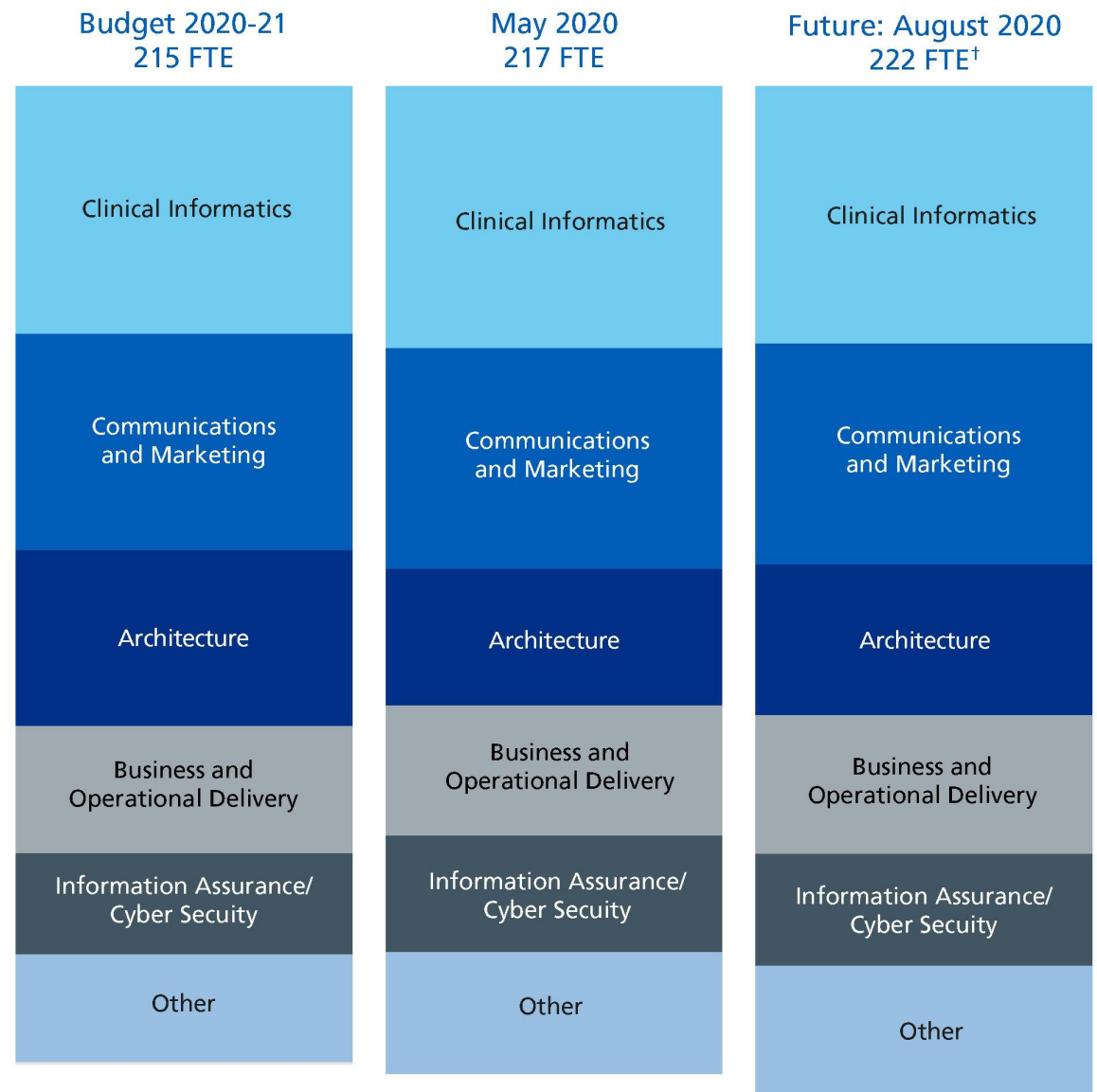
- strengthen our reputation globally as the technology and data experts for health and care in England
- harness global opportunities to learn from world-class digital health innovations
- in partnership with Healthcare UK, encourage UK companies exporting digital solutions and expertise
- encourage the best companies from around the world to invest in the UK health sector

Please note, NHS Digital’s focus remains on our work in England. We do not therefore seek to provide digital services, or to deploy our talent abroad.

Skills fit for the future

We need more enterprise and technical architecture skills.

Information Governance is currently assessing skills for the future and defining its operating model.



† Exact full-time equivalent (FTE) subject to change in line with business need. Numbers are as at 1 May 2020.





Product development

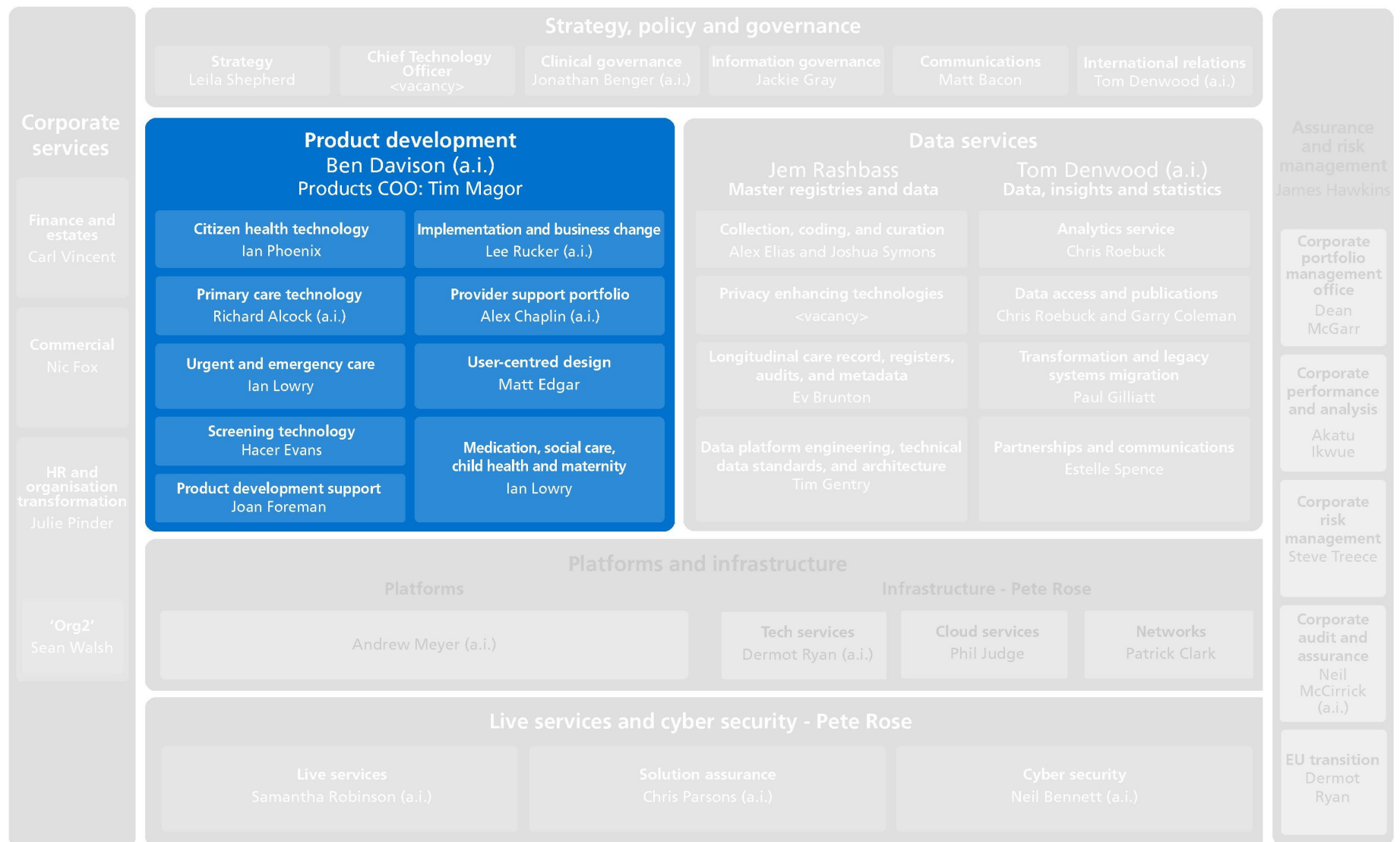
Executive Director: Ben Davison (a.i.)

- **Citizen health technology**
Ian Phoenix
- **Primary care technology**
Richard Alcock (a.i.)
- **Urgent and emergency care**
Ian Lowry
- **Medication, social care, child health and maternity**
Ian Lowry
- **Screening technology**
Hacer Evans

- **Implementation and business change**
Lee Rucker (a.i.)
- **User-centred design**
Matt Edgar
- **Provider support portfolio**
Alex Chaplin (a.i.)
- **Product development support**
Joan Foreman



Organisation map – Product development



Product development

Our vision

To improve health outcomes for people in England and equip health and care workers with user-centred, secure, open, interoperable and inclusive products and services.

Our purpose

- we are a team of passionate digital professionals who design, build and deliver new products and services that result in better care and improved health outcomes for people in England
- we work hand-in-hand with health tech innovators to foster digital knowledge across the health and care system - we design and build products to meet user needs
- our interoperable, valuable, usable evidence-based products and services empower patients to be in control of their own care and enable health and social care professionals to deliver world-class care



Citizen health technology

Director: Ian Phoenix

Delivering a new generation of patient-facing digital products that will revolutionise how we look after our health and wellbeing.

Products and services

NHS.UK

Lead: Joe Risk

Providing accessible and reliable health information to the public through a variety of channels including the NHS website.

NHS App

Lead: Chris Fleming

Providing a simple and secure way for people to access a range of NHS services on their smartphone or tablet.

NHS login

Lead: Melissa Ruscoe

Providing a single, secure method to allow patients to access digital services.

Health apps library

Lead: Andy Smith

Enabling patients and their doctors to find apps and supporting the NHS and developers to build safe, secure and effective solutions.

Open source

Lead: Adam Shabbir

Establishing a new open source capability to enable sharing and co-creation across the health tech community.



Primary care technology

Director: Richard Alcock (a.i.)

Delivering new capabilities to support the digital transformation of primary care and screening services.

Products and services

GP IT Futures

Lead: Martin Warden

The GP IT Futures programme is transforming the primary care market for IT products, so that there is:

- more choice
- better functionality
- greater interoperability

GP data implementation

Lead: Martin Warden

The GP data implementation service is providing a standard GP data set that will improve the information and insight underpinning research and planning across the NHS.

GP Connect

Lead: Martin Warden

The GP connect service connects general practice IT systems so that information can be shared between practices, and with other healthcare settings.

SNOMED CT in primary care

Lead: Martin Warden

The implementation of SNOMED CT in primary care ensures that all general practices in England adopt the same standard clinical terminology, SNOMED CT.

GP operational services

Lead: Stephen Smith

Our GP operational services team manage all operational support for clinical IT in GP practices.

Primary care support programme

Lead: Stephen Smith

The primary care support programme delivers new functionality for primary care registration management, and for the NHS Spine demographics reporting services.



Urgent and emergency care

Director: Ian Lowry

Ensuring best use of digital technology in urgent and emergency care to get patients the right help, in the right place, at the right time.

Products and services

NHS 111 online

Lead: Debbie Floyd

Allowing patients to get urgent healthcare online. This helps to manage the increasing demand on the NHS 111 telephone services.

NHS Pathways

Lead: Mandy Williams

Our triage software, which is used to safely direct more than 16 million calls to NHS 111 and 999 ambulance services every year.

Directory of Services

Lead: Tiara Warlop

Provides real time information about which services and clinicians are available. This means that patients can be better supported by appropriate services closer to home.

UEC data insights

Lead: Nora Lukova

The urgent and emergency care (UEC) data insights team enable insights into the journeys taken by patients through urgent and emergency care. This involves linking data together in new ways, which helps improve decision making.

UEC Interoperability

Lead: Chris Orrell

The urgent and emergency care (UEC) triage journey team help resolve operational issues for UEC providers. They set the interoperability standards for systems used by UEC providers.

Service finder

Lead: Tiara Warlop

Enabling healthcare professionals to access service information found in the directory of services.

Profile updater

Lead: Tiara Warlop

Enabling service providers to update their service information in the directory of services, to ensure that it is always up-to-date.

Appointment booking

Lead: Adnan Riaz

Delivering 111 appointment booking into GP practices and urgent treatment centres.



Medication, social care, child health and maternity

Director: Ian Lowry

Products, programmes and services that deliver benefits to patients, healthcare professionals and the wider health and care system through improved digital integration.

Products and services

Medicines data

Lead: Fintan Grant

Improving insight into the use, spend, safety, and effectiveness of medicines by providing high-quality data.

Integrating pharmacy across care settings

Lead: Fintan Grant

Connecting pharmacy IT systems with other parts of the health and care system.

Digital child health

Lead: Martin Dennys

Enabling the secure sharing of child health information between healthcare professionals, and with families.

Digital maternity

Lead: Martin Dennys

Supporting the secure sharing of maternity information between healthcare professionals, and with mothers.

Child Protection - Information Sharing

Lead: Martin Dennys

Alerting health and social care staff when young people with child protection plans, or with looked-after child status attend unscheduled care settings for example, Accident and Emergency (A&E).

Digital referrals and consultations

Lead: Richard Ashcroft

Providing an easy-to-use digital referral service that puts patients in control of their appointments.

Adult social care

Lead: James Palmer

Working to improve outcomes and efficiency in adult social care. They work with partners to increase digital maturity, and to look at whole-system integration.



Screening technology

Director: Hacer Evans

Screening technology is responsible for providing the products to deliver national screening programmes, ensuring that it is safe, flexible, easy-to-use, and that it leaves nobody behind.

Products and services

Digital transformation of screening programme

Lead: Alison Ward

End-to-end digital transformation of the national screening programmes in England, starting with breast cancer screening.

Interim Cervical Screening Call/recall Service

Lead: Alison Ward

New cervical call/recall service to replace legacy distributed systems, providing users with a single national cervical call/recall system.

National Cervical Screening

Lead: Trevor Anders

The National Cervical Screening call/recall system invites women for a smear test based upon criteria such as age, location, GP and previous test results.

Breast screening services

Lead: Trevor Anders

Women in England are called and recalled for screening using Breast Screening Select. The KC62 is a national statistical mandatory return that all breast screening units in England are required to undertake on an annual basis, using the Breast Screening Information System.

Bowel Cancer Screening System

Lead: Trevor Anders

The Bowel Cancer Screening Systems send invitations and manage appointments for screening participants in England and the Isle of Man.

Abdominal Aortic Aneurysm screening

Lead: Trevor Anders

Our systems are used to identify the people who are eligible for Abdominal Aortic Aneurysm screening each year in England and Northern Ireland.



Implementation and business change

Associate Director: Lee Rucker (a.i.)

Delivering the right support at the right time to achieve lasting digital transformation.

Purposes:

- managing complex implementation programmes for NHS Digital products and services across multiple care settings
- delivering tailored business change support for digital delivery programmes at local, regional and national level
- sustainability and Transformation Partnership (STP) wide insight driven metrics, to inform local decision making on digital adoption
- securing executive buy-in for the delivery of digital services through trusted engagement with Chief Information Officers and NHS Leaders
- supporting the development of implementation strategies internal and external to NHS Digital
- product implementation and utilisation reporting in support of ministerial and implementation targets



User-centred design

Associate Director of Design and User Research: Matt Edgar

User-centred design provides design leadership across product development and all sub-directorates.

Products and services

User research

Lead: Rochelle Gold

Ensures that products and services meet user needs, conforming to NHS guidelines and the Government Service Standard.

Design

Lead: Tero Väänänen

Defines the design strategy, and is responsible for graphic, interaction and service designers at NHS Digital.

Purposes:

- provides design leadership across product development and all sub-directorates
 - supports teams to understand principles and approaches of service design and have access to relevant training
 - ensures new programmes are established as exemplars - from the start we establish design thinking and agile processes, including governance and funding
-



Provider support portfolio

Associate Director: Alex Chaplin (a.i.)

A portfolio of programmes and services transforming providers of secondary care through improved digital maturity.

Product Development Support

Lead: Joan Foreman

Provides leadership and oversees work of Exeter based functions and teams.

Purposes:

- define national investment strategy and support its delivery into secondary care to improve digital maturity and achieve FYFV and Long-Term ambitions supporting locally led transformation and operational change
- supporting providers through construction and delivery of major transformation programmes, improving digital capabilities and project outcomes, providing business case assurance, preventative health checks and intervention services in their digital deployments
- building NHS capability through the dissemination of evidence-based knowledge, learning and insights including blueprints to assist other providers with transformation and utilising best practice
- lead a market management function to provide national oversight of major strategic suppliers into NHS secondary care



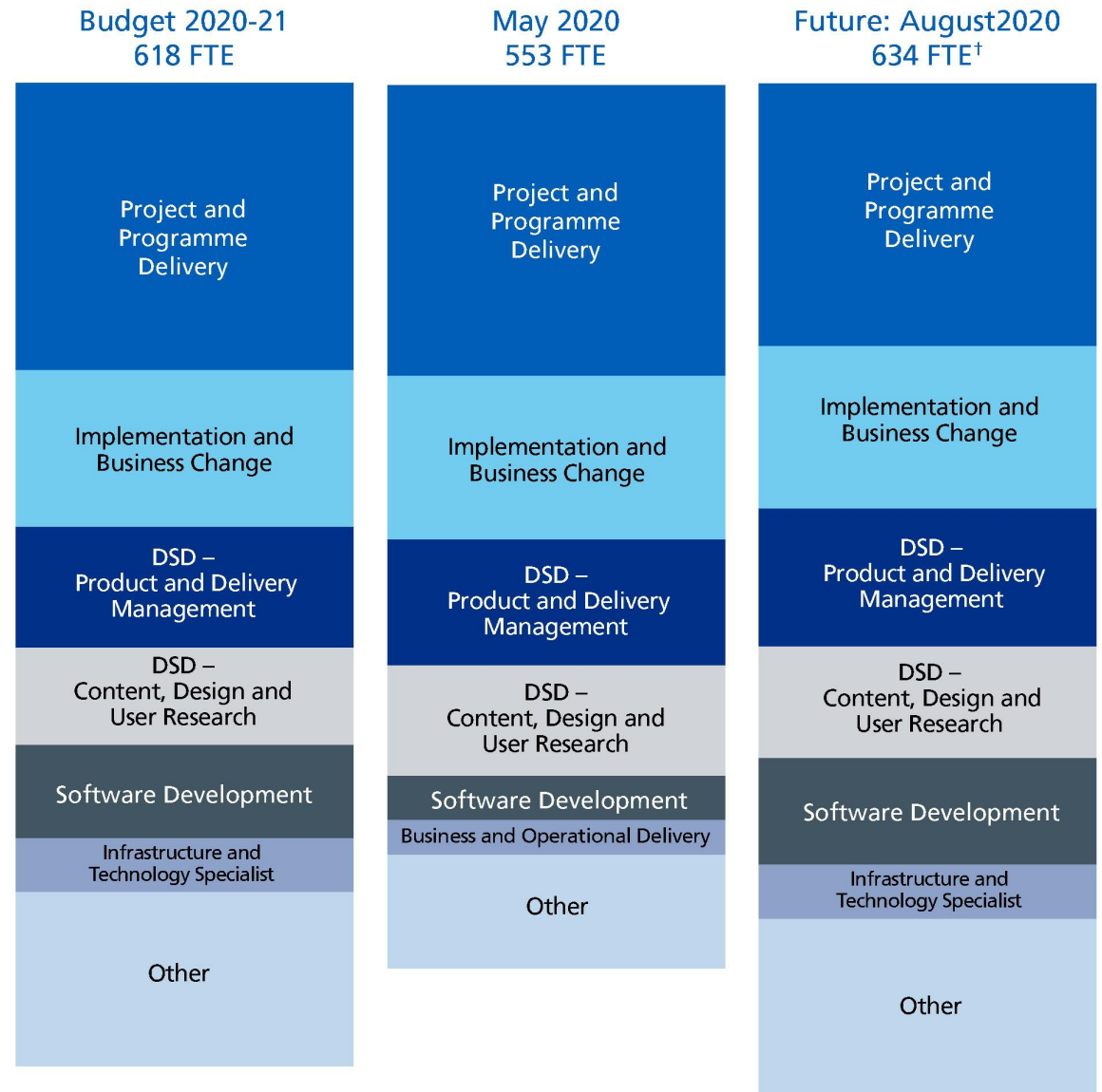
Skills fit for the future

Digital Services Delivery is growing.
We need more:

- user researchers
- designers
- product managers
- digital delivery leaders

Project and Programme Delivery reduces and becomes more and more interchangeable with Digital Services Delivery as everyone develops digital delivery skills and experience.

We will continue to work in partnership with industry to access the wide range of skills and capacity we need.



[†] Exact full-time equivalent (FTE) subject to change in line with business need.
Numbers are as at 1 May 2020.
Movement to August is largely due to re-alignment of activities from Platforms and Infrastructure





Data services

→ Master registries and data

Executive Director:
Jem Rashbass

Coding, collection, and curation

Alex Elias and Joshua Symons

Privacy enhancing technologies

<vacancy>

Longitudinal care record, registers, audits, and metadata

Ev Brunton

Data platform engineering, technical data standards, and architecture

Tim Gentry

→ Data, insights and statistics

Executive Director:
Tom Denwood (a.i.)

Analytics service

Chris Roebuck

Data access and publications

Chris Roebuck and Garry Coleman

Transformation and legacy systems migration

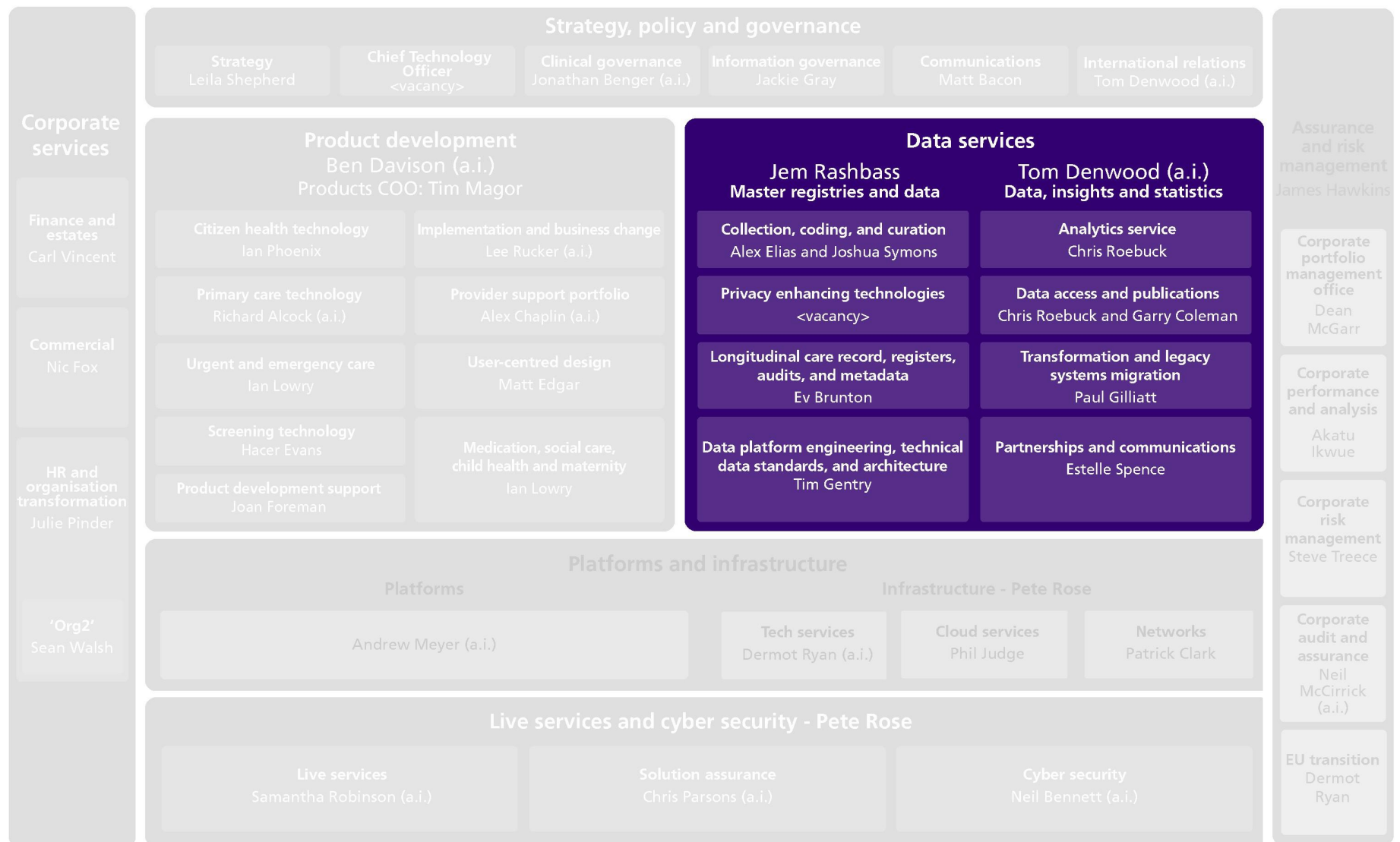
Paul Gilliatt

Partnerships and communications

Estelle Spence



Organisation map – Data services



Data services

Our vision

To deliver world-class data, services to improve the health and wealth of people in England by using data, curation and information in innovative, rapid and disruptive ways.

Our purpose

To deliver:

- to deliver customer confidence and data innovation
- to work proactively, and with agility
- to be an example of technical excellence
- to keep data safe and secure

We will do this by:

- creating vibrant, highly skilled, innovative, delivery orientated health and care data services using the latest technology, whilst decommissioning legacy technology
- driving data collaboration, innovation and disruption



Master registries and data

Executive Director: Jem Rashbass

We collect, process, transform, and optimise the data held in trust by NHS Digital, to make it available to the Data, insights and statistics part of the team. The master registries and data sub-directorate deliver the following:

- data coding, collection and curation
- privacy enhancing technologies
- longitudinal care record, registers, audits and metadata
- data platform engineering, technical data standards, and architecture

Products and services

Coding, collection, and curation

Lead: Alex Elias and Joshua Symons

We design, implement and maintain the data standards used to describe direct care.

We are leading the change in the way we collect this data, to make it closer to real-time, and to reduce burden.

Privacy enhancing technologies

Lead: <vacancy>

We are strengthening our Privacy Enhancing Technologies (PETs) to ensure that we better protect data and the individuals and organisations it relates to.

Longitudinal care record, registers, audits, and metadata

Lead: Ev Brunton

We are establishing a national longitudinal care record, all-disease registration and rapid analytics function for England.

Data platform engineering, technical data standards, and architecture

Lead: Tim Gentry

Developing and implementing the next phases of our data platform to transform how we securely manage and provide data to our data services teams and partners.

We enable health and care system transformation by providing access to best-practice policies, patterns, technical data standards, advice and self-service tools to improve data architecture. We support data, data governance, collaboration, and provide access to the national data dictionary and ontology services.



Data, insights and statistics

Executive Director: Tom Denwood (a.i.)

Making the data we hold in trust for the nation, accessible for those with the correct legal basis, to drive life science research, support a learning health system, and ultimately improvements in treatments and therapies available to patients. It comprises:

- Analytics service
- Data access and publications
- Transformation and legacy systems migration
- Partnerships and communications

Products and services

Analytics service

Lead: Chris Roebuck

To meet emerging client needs for a rapid intelligence service (including pattern and trend detection, forecasting, variation analysis) on emerging policy matters, and to develop our data science capabilities.

Data access and publications

Lead: Chris Roebuck and Garry Coleman

Providing world class national, official and experimental statistics, and delivering our open data strategy.

Enabling access to those with a clear legal basis, through our Data Access Request Service, providing services to clinical triallists through NHS DigiTrials, and through the National Back Office, ensuring data discrepancies are resolved. The Data Services for Commissioners safely provides anonymised patient-level data to commissioners for use in healthcare planning and payment within the NHS

Transformation and legacy systems migration

Lead: Paul Gilliatt

Transforming to a new 'agile at scale' operating model for Data Services, implementing new ways of working, acquiring new skills and transitioning to our Data Processing Services platform, in order to improve efficiency, effectiveness, economy and security of the services we provide to the health and care system. As we migrate data onto the platform, we remove tech debt, saving money and CO2.

Partnerships and communications

Lead: Estelle Spence

Sector-specific support ensuring that we remain close to partner's needs and initiate the development of new products where required.



Skills fit for the future

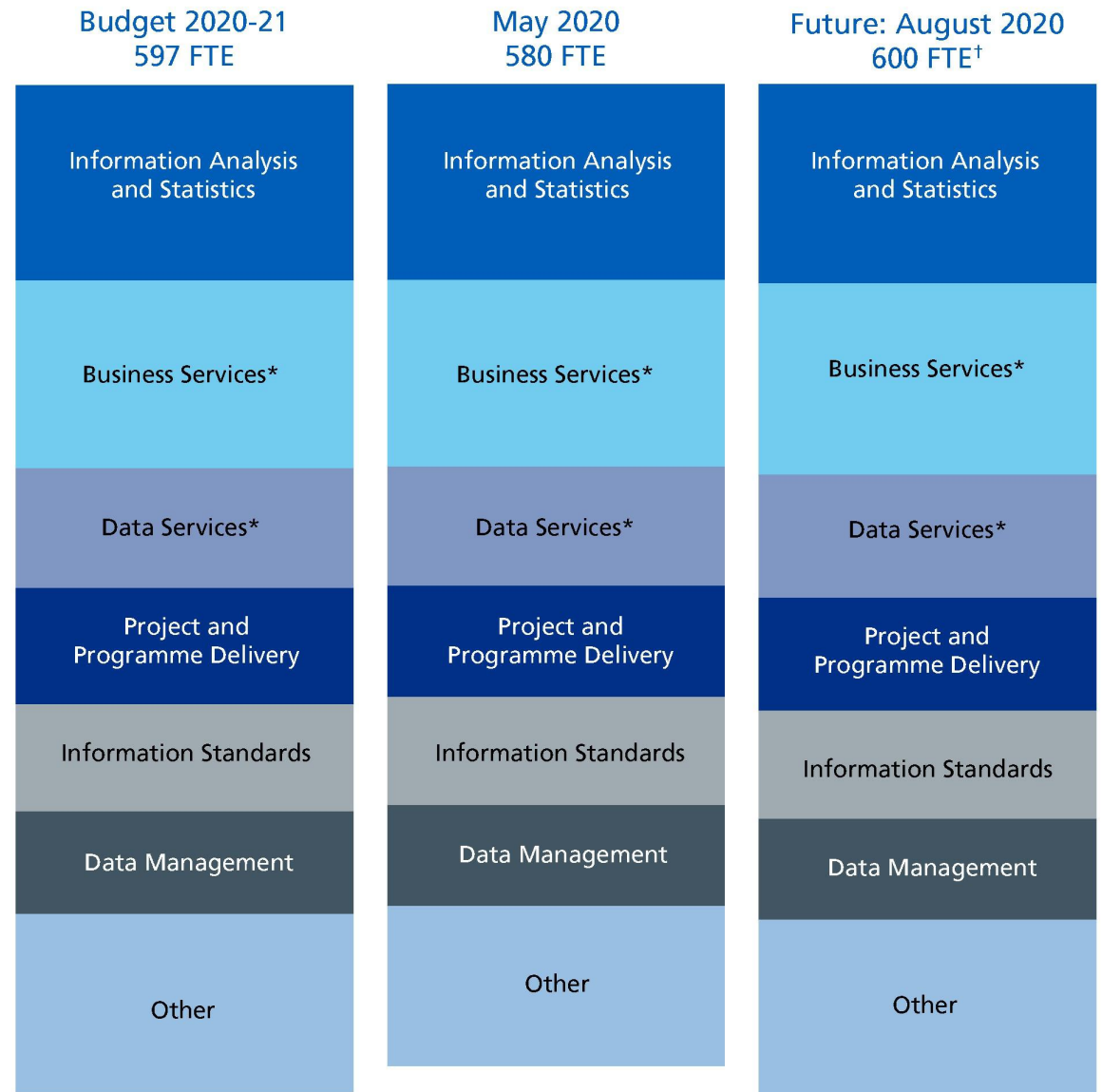
Skills

We need more:

- data management and data engineering
- data architecture
- business development and clinical support
- data scientists, advanced analysts and domain experts

Working with the best UK universities and industry to access a wider range of skills and capacity:

- retain, retrain and reassign capable permanent staff
- more graduate hires
- more MSc, PhD, and DPhil placements
- internal and external partnerships and secondments
- increase use of flexible contractor work packages



[†] Exact full-time equivalent (FTE) subject to change in line with business need. Numbers are as at 1 May 2020.

* Specialism within Business and Operational Delivery.





Platforms and infrastructure

Andrew Meyer, Director (a.i.)

Pete Rose, Managing Director



Platforms

Andrew Meyer (a.i.)

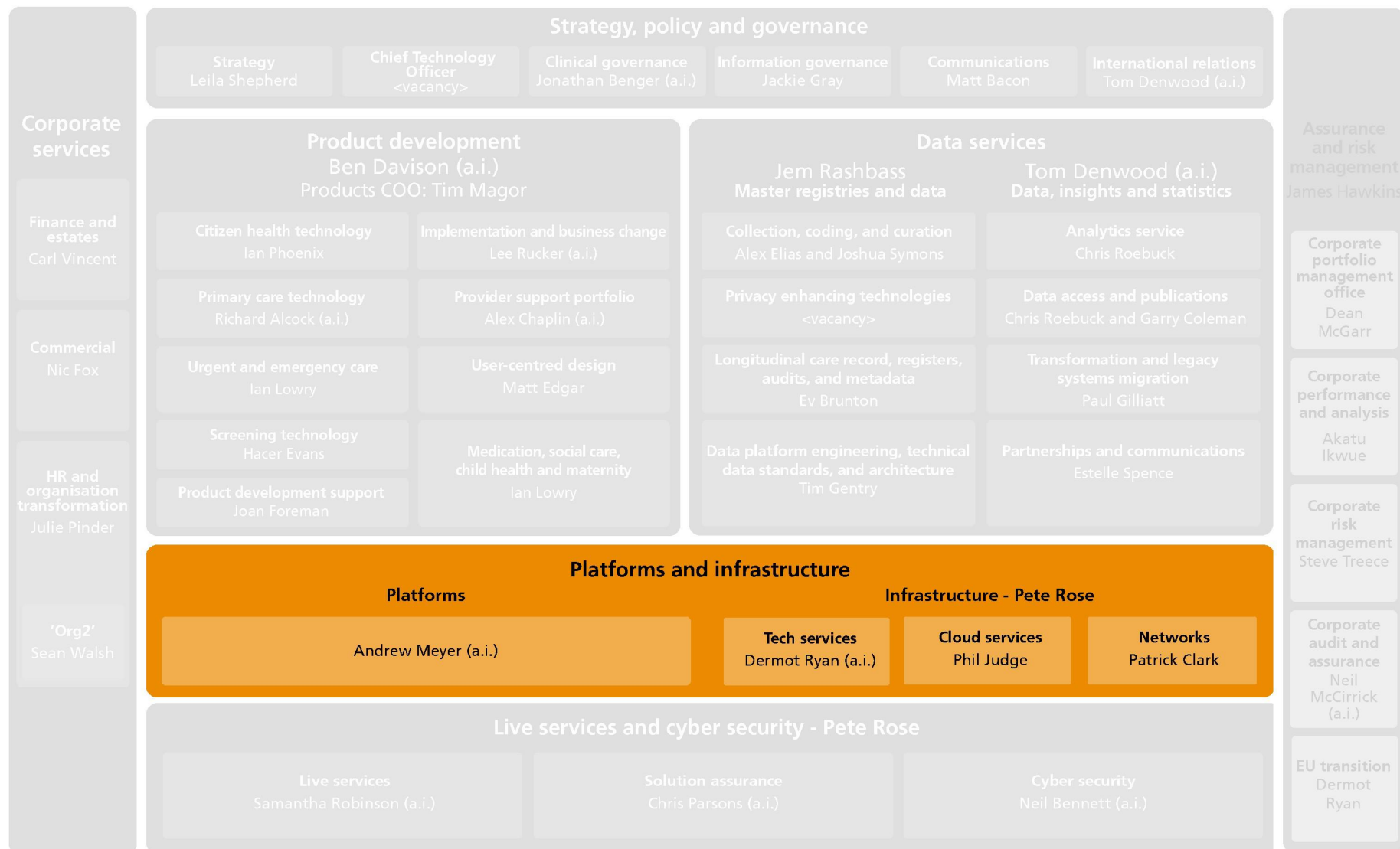


Infrastructure services

Pete Rose



Our organisational map - Platforms and infrastructure



Platforms and infrastructure

Our vision

To connect and deliver resilient national infrastructure, platforms, and applications to ensure health and care is sustainably delivered in a digital world.

Our purpose

- provide the core infrastructure and platforms that connect the vast number of digital service providers across the health and care system
- to deliver an increasing number of platforms to support NHS Digital's data management and product development activities by facilitating cloud usage and identity and access management



Platforms

Director: Andrew Meyer (a.i.)

Designs and builds integrated and interoperable platforms, leveraging open standards and application programming interfaces (API) to build an API management system stimulating competition and innovation. NHS Digital platforms connect the vast number of digital service providers across the health and care ecosystem.

Our vision is to harness the power of a modern platform approach to make health and care better.

To achieve this, we will make it easier for the health and care ecosystem to collaborate with us, fuelling a dynamic developer community to rapidly bring new capabilities and services to health professionals and patients in a simple, standardised and secure way.

Products and services

Platforms Strategy and Infrastructure

Lead: Stephen Duffy (a.i.)

Responsible for understanding the needs of the health and care ecosystem to direct our focus on which problems to solve and how to best deliver.

Platform Technology and Engineering

Lead: Ed Hiley

Applies technology and engineering to deliver on the vision of the Platforms directorate – building and running the next generation of platforms.

Platform Delivery

Lead: Ashley Raines

Responsible for building the right environment, delivery teams and capability to ensure successful delivery of the complex platforms that underpin key national infrastructure.

Identity and Access Management (IAM)

Lead: Manish Loharuka

Responsible for the design, build and running of systems for the verification of the identities of health and care system users, and their mappings to organisations and job roles.

API Platform

Lead: <Vacancy>

Responsible for the design and build of an API management Platform and the development of new APIs and standards, making it easier for the developer community to collaborate with us to deliver new systems to benefit patients.

Ecosystem Liaison and Support

Lead: Malcolm Senior

Responsible for developing close relationships with the wider ecosystem specifically suppliers, and service networks such as CIOs and CCIOs. This will include completion of the Integrating Care and Internet First programmes.



Infrastructure services

Managing Director: Pete Rose

Infrastructure Services will drive migration from existing local hosting to cloud-based hosting (hyper cloud), which will improve access, increase the speed of deployments and reduce costs. We provide standards and guidance internally and externally and operate around 700 live services for both internal and external clients.

Products and services

Data Centre and Clouds	Lead: Phil Judge
Data centres and cloud platforms (over 10,000 servers supporting our internal and external services). Supports NHS Digital's cloud platforms and infrastructure.	

Tech Services	Lead: Dermot Ryan (a.i.)
Tech Services (Corporate ICT) are responsible for providing internal IT services to NHS Digital. This includes the network, infrastructure, end user computing and business applications.	

Health and Social Care Network (HSCN)	Lead: Patrick Clark
HSCN provide a wide area data network for the health and care system and enable access to internet-based and private digital services.	

Sustainability Programme	Lead: <Vacancy>
This programme will aim to reduce the data centres across the NHS, to improve operational efficiency, reduce costs and significantly reduce our carbon footprint.	



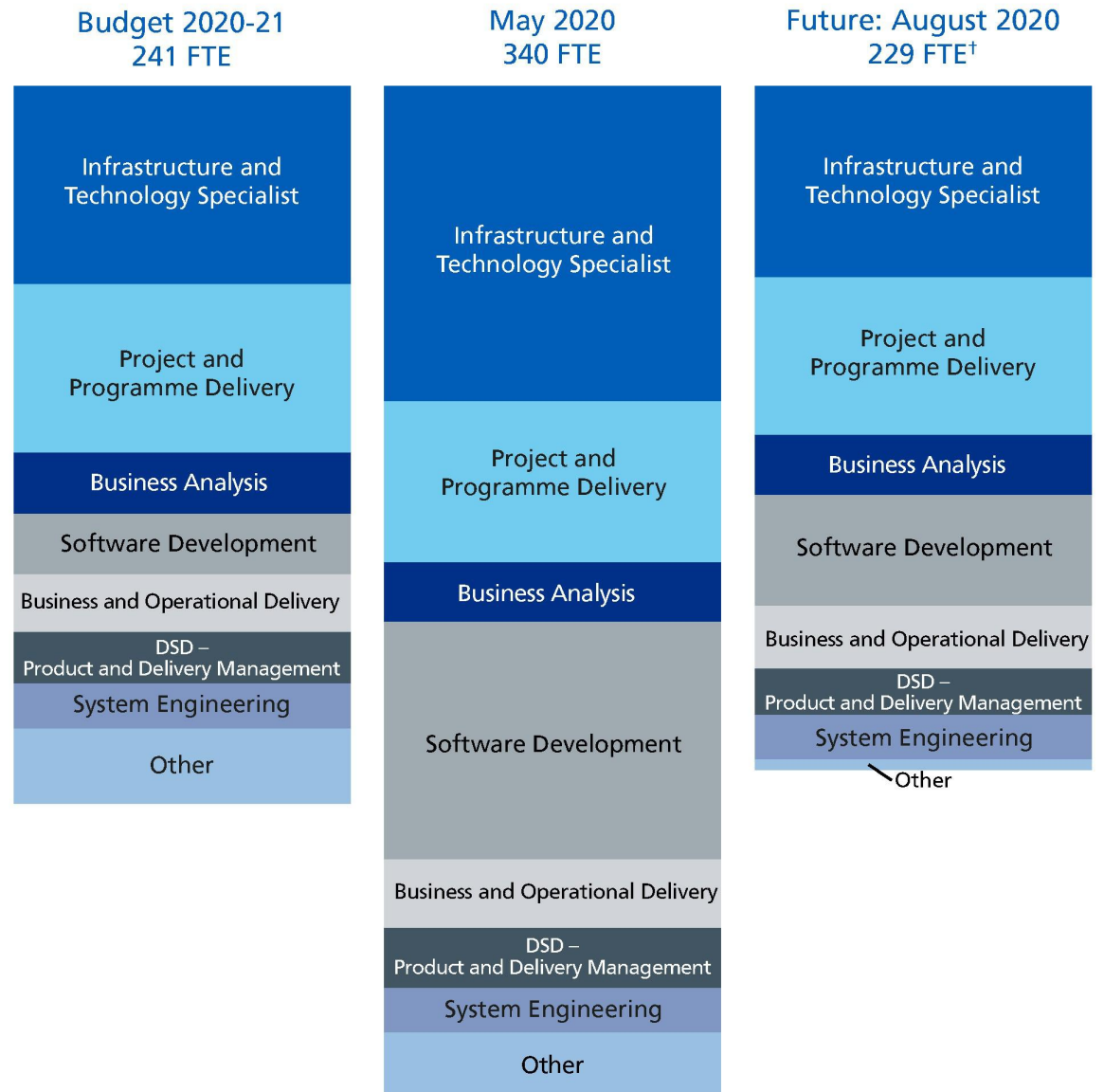
Skills fit for the future

We need more skills in:

- quantum inspired algorithms
- machine learning
- cloud-based skills including advanced coding
- combined technical specialism and delivery capability
- open API Development
- AWS and Azure certified specialists to manage NHS Digital's cloud platforms
- authentication
- software defined networking
- zero trust networking
- security
- highly available distributed systems

Working with the best UK universities and industry to access a wider range of skills and capacity:

- retain, retrain and reassign capable permanent staff
- more graduate hires
- more MSc, PhD, and DPhil placements
- internal and external partnerships and secondments
- increase use of flexible contractor work packages



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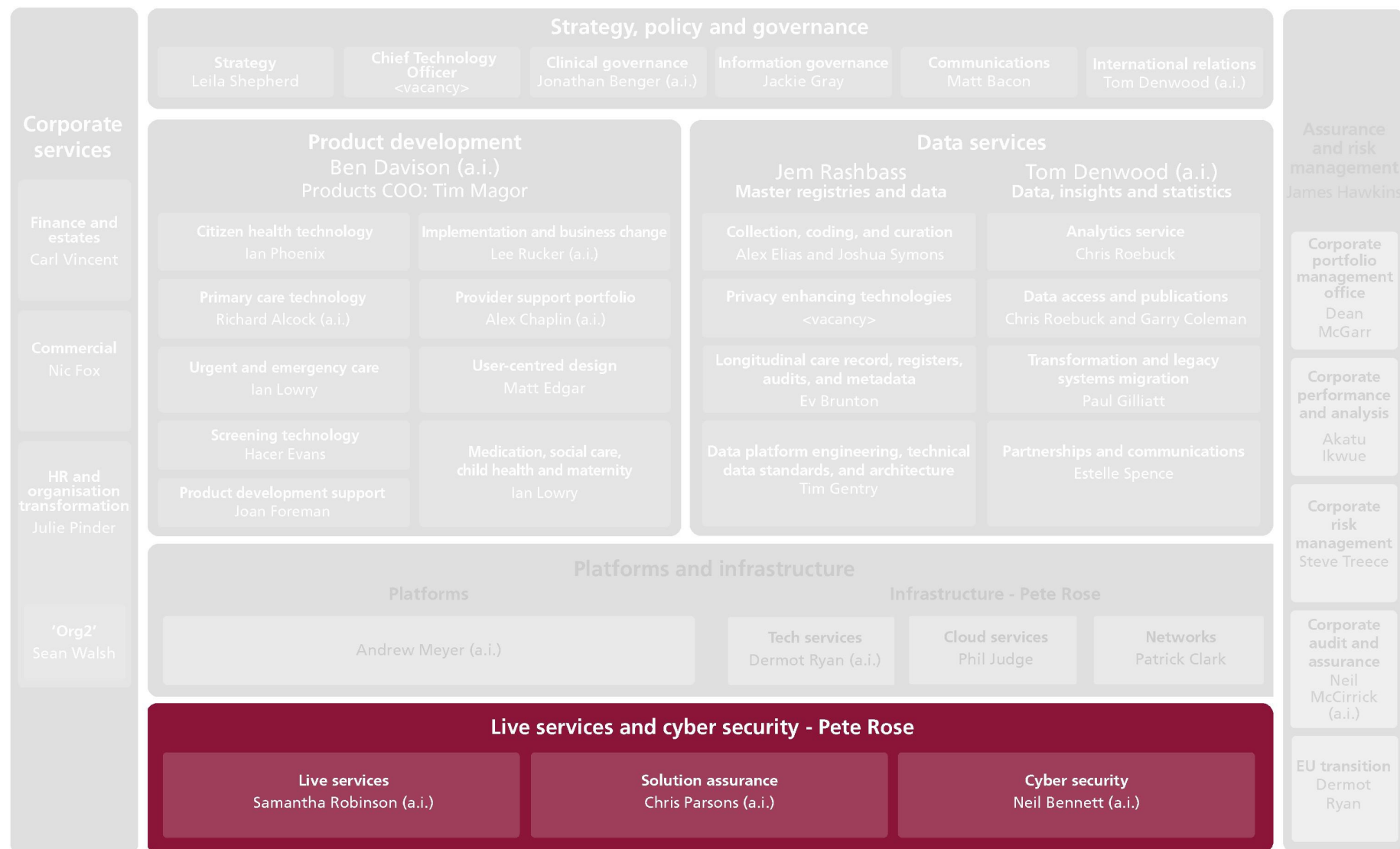
Live services and cyber security

Managing Director: Pete Rose

- **Live services**
Samantha Robinson (a.i.)
- **Cyber security**
Neil Bennett (a.i.)
- **Solution assurance**
Chris Parsons (a.i.)



Organisation Map – Live services and cyber security



Live services and cyber security

Our vision

Delivering world class digital capabilities and services to enable the provision of excellent health and social care.

Our purpose

- responsible for the reliable, performant and secure operation of all live systems and services that we operate for the health and care system
- manage third party systems and services and provide real-time monitoring of live services
- operate our Information Technology Operations Centre (ITOC), Data Security Centre and Cyber Security Operations Centre (CSOC)



Live services

Samantha Robinson (a.i)

Live Services provide test, technical and clinical assurance and also operate and manage business-critical infrastructure, technology and digital services that underpin health and care delivery and are relied upon by NHS and social care professionals.

Products and services

Service management – insourced and outsourced services

**Lead: Fraser Fearn and
Ian Cooke**

Ensuring the highest levels of reliability, security and usability for over 100 live digital services used by NHS and social care professionals in England.

Service operations

Lead: Rob Marsh (a.i)

Ensuring that our established products are delivered in a standardised way that maximises efficiencies while ensuring excellent, secure services.

Business continuity management

Lead: Mark Moody

Working work across NHS Digital to ensure that appropriate business continuity plans are developed, maintained and embedded in the organisation.

Deployment issue resolution

Lead: Alex Toft

Managing national NHS Domain Name System (DNS) services and provide rapid and timely technical response and intervention to resolve internal and external issues.

Trust System Support Model (TSSM) **Lead: Mike Barton**

TSSM provides subject matter expert advice and guidance to NHS organisations that have undertaken or are planning significant digital activity such as the deployment of a new Electronic Patient Record (EPR) service.



Live services (continued)

Samantha Robinson (a.i)

Products and services

DXC Local Service Provider (LSP) Programme

Lead: Mike Barton

The DXC LSP Programme manages the contract between the Department of Health and Social Care and the supplier DXC for provision of the Lorenzo Electronic Patient Record (EPR) service to 12 NHS Trusts.

NHSmial

Lead: Chris Parsons

In addition to the core service, the NHSmial team also support the NHSmial/Microsoft Office 365 Hybrid solution and are currently working on the replacement service intended to deliver a true digital collaboration capability to meet the emerging demands of organisations and users.



Cyber security

Director: Neil Bennett (a.i.)

The Data Security Centre (DSC) works to ensure that patient data and information is stored in systems that are safe and secure by providing a holistic range of security services, expert guidance and support to help health and care organisations build cyber security resilience, address vulnerabilities, and prepare for and recover from incidents.

Products and services

Data Security Centre – innovation and business operations

Lead: Dan Jeffery

Cyber threats are constantly evolving and always present. Increasingly, digital health and care organisations must remain prepared and ready to respond.

The Data Security Centre provides a range of specialist services that help health and care organisations manage cyber risk and recover in the event of an incident. Innovation, delivery and business operations ensures the customer is at the heart of our decision making by involving them throughout the process from idea to delivery enabling the Data Security Centre to develop products that are right for NHS organisations.

Data security operations

Lead: Steve Fenwick

Managing significant regional and national security incidents and threats, provide local and national protective monitoring and threat intelligence through our cyber security operations centre.

The team sets information security standards and policy and provides specialist information security consultancy and assurance. We also have several regional leads that provide advice and guidance to NHS organisations across England.

Security services management

Lead: Alan Morton

Ensuring the necessary service wraps are in place to enable products to be delivered in a scalable, robust and efficient way.

Demand-driven services will be owned by the security services management team supported by its data security office. These externally focussed services include the Data Security and Protection Toolkit, business intelligence and risk platform and the cyber security support model.



Cyber security (continued)

Director: Neil Bennett (a.i.)

Products and services

Corporate security

Lead: Nick Cooney

The corporate security function ensures robust leadership, strategy and policy development across the three pillars of protective security (cyber, physical and personnel) to protect NHS Digital staff, systems and data.

The team provide incident response and investigation, national security vetting and risk management and audit across our digital and physical asset base.



Solution assurance

Chris Parsons (a.i)

Solution Assurance has evolved to support an increased focus on interoperability of existing and new systems, whilst also working in partnership with in-house development teams. It works across internal and external suppliers to apply proportionate technical assurance based on risk. Current focus is on developing a maturity model which supported by a risk assessment, will inform go-live decision-making and enable targeted assurance.

Products and services

**Connecting systems and
National systems**

**Lead: Paul Butterworth
Lead: Phil Morton**

Responsible for technical assurance of national and connecting systems from their inception through to live operations, including targeted support of changes to live systems. The services offered are flexible, risk based and delivered collaboratively with programmes and suppliers. Also provide tools and consultancy to healthcare system providers, enabling efficient delivery and demonstration of quality IT.



Skills fit for the future

Live Services

We need more skills in:

- product management
- information security
- robotic process automation
- analytics and data visualisation
- managing services in the cloud
- visual and design thinking

Solution Assurance

We need more skills in:

- non-functional assurance
- cloud technology
- artificial Intelligence and Machine Learning
- continuous Integration and Deployment
- leadership and mentoring
- API Assurance

The Data Security Centre

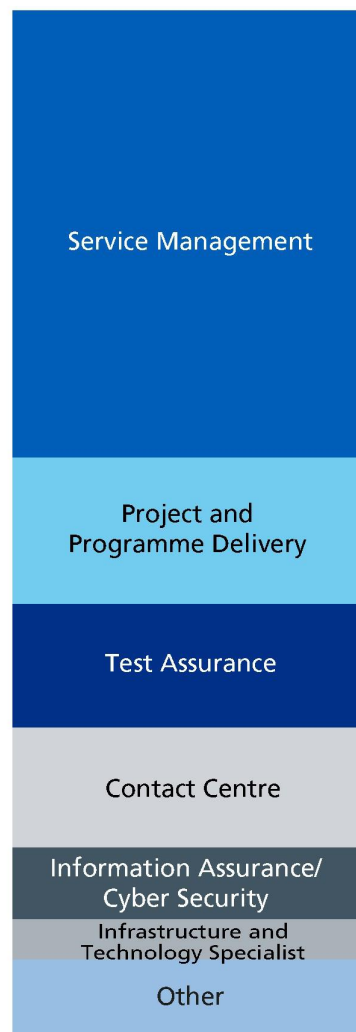
We need more skills in:

- SANS Information Security Training
- ISC2 Certification

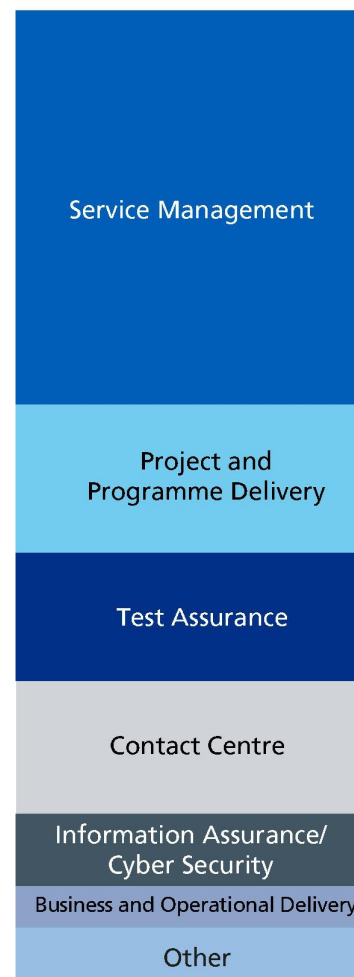
The Data Security Centre will partner with industry and academia to develop bespoke training content to build relevant technical skills that keep pace with new developments in security and that incorporate capabilities such as:

- security incident handling
- advanced threat hunting and digital forensics
- machine learning, artificial intelligence and robotic process automation
- threat intelligence
- security reporting
- re-usable security patterns and architectures
- privacy by design

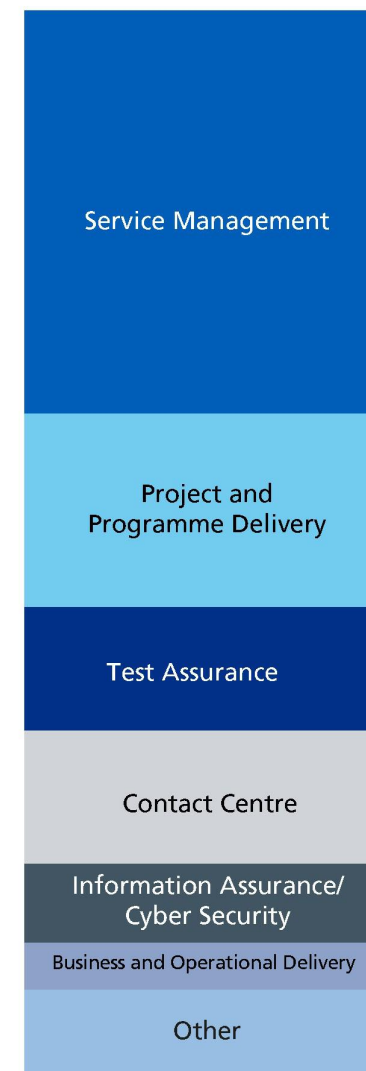
Budget 2020-21
441 FTE



May 2020
418 FTE



Future: August 2020
458 FTE[†]



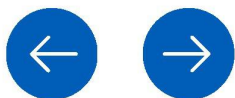
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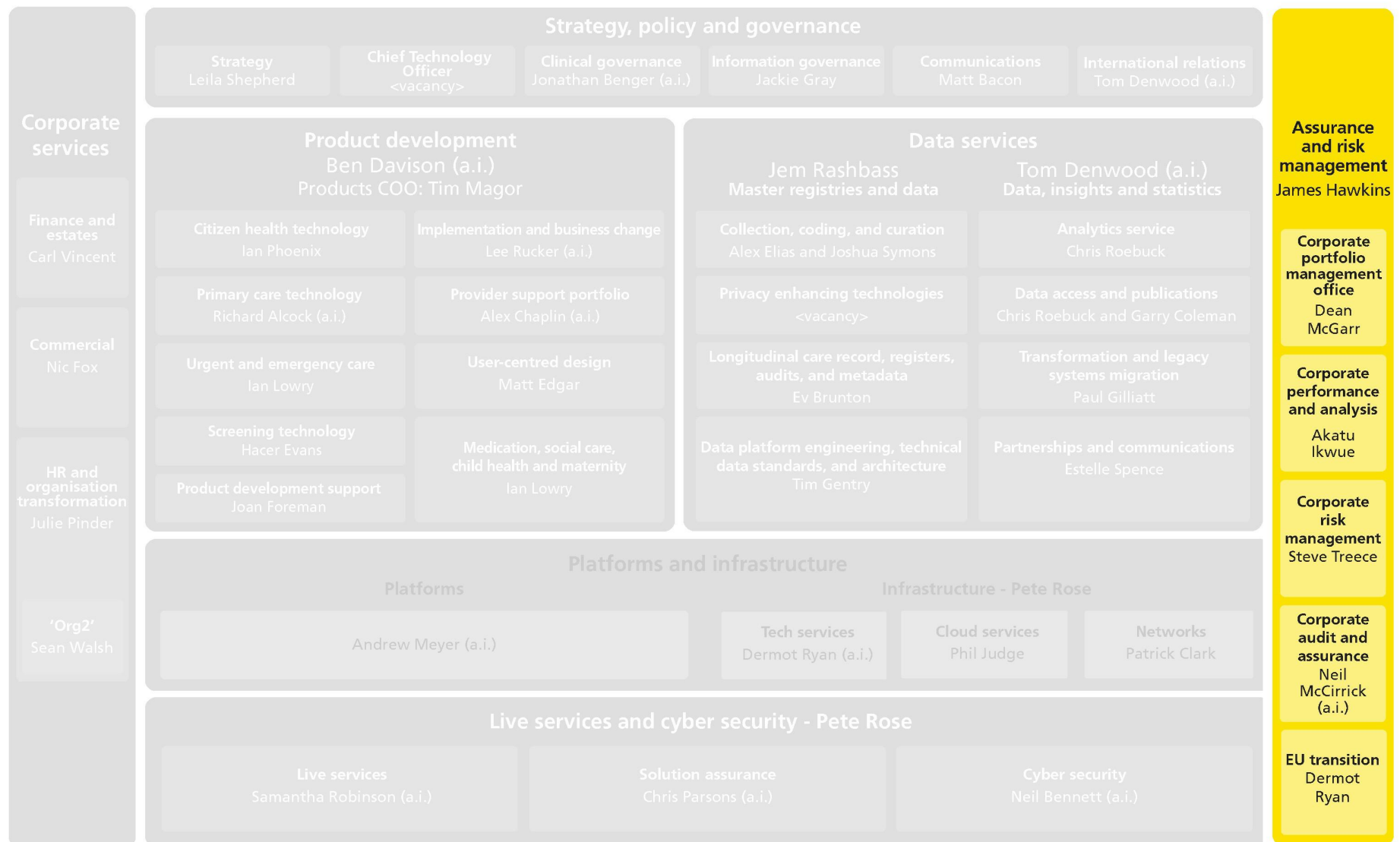
Assurance and risk management

Director: James Hawkins

- **Corporate risk management**
Steve Treece
- **Corporate performance and analysis**
Akatu Ikwue
- **Corporate portfolio management office**
Dean McGarr
- **Corporate audit and assurance**
Neil McCrerrick (a.i)
- **EU transition**
Dermot Ryan



Organisation Map – Assurance and risk management



Assurance and risk management

Our vision

To provide confidence to our Executive Management Team and key stakeholders that NHS Digital can successfully deliver on its objectives to be considered a trusted and valued business partner across health and social care. We do this by driving a culture of collective and individual accountability and ensuring robust and effective portfolio management, corporate and operational governance, risk management and assurance is fully embedded across the organisation.

Our purpose:

- to define and report on our organisational performance both internally and to the public using Key Performance Indicators (KPIs)
- to ensure robust portfolio management, corporate and operational governance, comprehensive risk management systems and processes exists and are fit for purpose, and operate effectively within NHS Digital
- to assure EMT, the NHS Digital Board and other stakeholders that NHS Digital complies with our assurance standards



Corporate risk management

Head: Steve Treece

We ensure robust risk management standards, systems and processes exist, are fit for purpose and operate effectively across NHS Digital.

Products and services

Risk management policy framework and standards **Lead: Mike Warwick**

The risk management policy framework and standards function maintain risk policy and standards, which meet recognised good practice and ensure structure and consistency in operation.

Risk analysis, insight and reporting **Lead: Steve Treece**

The risk analysis, insight, and reporting function delivers robust analysis and challenge of risk data quality and ensure effective “early warning” of significant risks.

Risk capability and systems **Lead: Kay Paton**

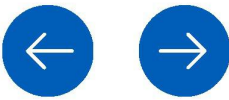
The risk capability and systems function delivers continuous improvement in organisational risk maturity, through providing proactive consultancy support and maintaining fit for purpose systems.



Corporate performance and analysis

Head: Akatu Ikwue

Production of the NHS Digital performance pack, using operational analytics to drive internal improvements, and the provision of management information.



Products and services

Performance reporting

Lead: Akatu Ikwue

Working with each area to define and report on their performance using Key Performance Indicators (KPIs). These are then consolidated and reported in the NHS Digital performance packs. KPIs are also regularly reviewed to ensure relevance and significance, and that they drive organisational improvement.

Operational analytics

Lead: Nichola Rushforth

Consistently seeking to improve NHS Digital's internal processes using data analysis, with a focus on cost reduction and the automation of manual data processes.

Business intelligence and management information

Lead: Charles Lumley

Focusing on providing a consolidated view of information about NHS Digital's key areas to senior stakeholders, supporting decision making within a single hub of insight.

Corporate portfolio management office

Programme Head: Dean McGarr

We supply excellence and leadership in the provision of portfolio management services to facilitate successful delivery of NHS Digital's programmes and projects.

Products and services

Portfolio management standards

Lead: Emma Queenan

The portfolio management standards team establishes the portfolio management standards, including lifecycle stages and gates for NHS Digital's change programmes.

Business partnering

Lead: John Mayo

Delivering portfolio management expertise and services by sharing knowledge through engagement, insight and analysis.

Portfolio reporting and toolsets

Lead: Anthony Walkley

The portfolio reporting and toolsets function delivers an organisation and system-wide portfolio reporting service, and associated advice and guidance.



Corporate audit and assurance

Head: Neil McCrirrick (a.i.)

We provide independent assurance and audit of products, programmes, services and systems to ensure they are fit for purpose and operating effectively within NHS Digital and externally with stakeholders.

Products and services

Assurance

Lead: Tina Gill

Manage and administer the internal audit contract, currently delivered by the Government Internal Audit Service (GIAA). The team report on the timeliness of the delivery of audit and gateway actions. This is essential in order for NHS Digital to be a successful organisation demonstrating continuous improvement.

Audit

Lead: Carole Sheard

Provides independent scrutiny on a range of commissioned activities across programmes, services and systems including:

- internal audit services to teams on certification to one or more international standards: ISO 9001, ISO 27001 and ISO 20000
- data sharing audits to provide assurance that our customers are abiding by the terms of their data sharing framework contract and agreement
- assurance and audits against supplier contracts, policies and regulatory requirements, for example GDPR and Data Protection legislation

Programme assurance

Lead: <vacancy>

Provides support and guidance to programmes and undertakes assurance with regard to new work commission and investment cases for consideration at the Delivery Assurance Board, the Investment Committee (IC), Technology and Data Investment Board (TDIB) and onwards for Ministerial and HM Treasury approval.



EU transition

Associate Director: Dermot Ryan

Responsible for ensuring that NHS Digital is prepared for all eventualities related to EU transition through co-ordinating the activities from teams across NHS Digital, and for providing support related to EU transition to our partners in the health and care system.

Products and services

NHS Digital EU transition readiness

Lead: Dermot Ryan

Co-ordination of NHS Digital's business areas, for example, finance, human resources and commercial, readiness through a dashboard to demonstrate the following:

- their state of readiness against key indicator
- the key risks they are exposed to
- any actions relating to readiness or risk management activities

NHS Digital EU transition risk and opportunity

Lead: Dermot Ryan

Maintenance and mitigation of the key risks and opportunities for NHS Digital as a result of the withdrawal of the United Kingdom from the European Union.

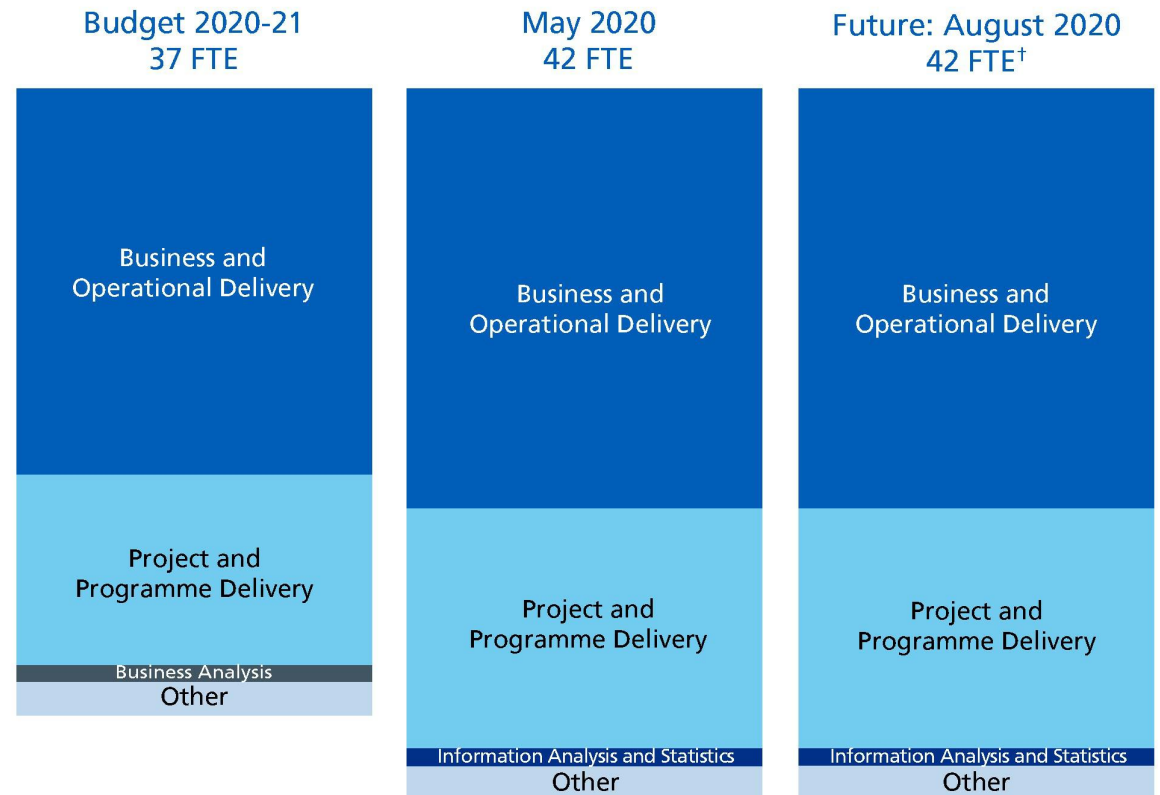
Risks are stratified and owned by the appropriate business area, for example, finance, human resources and commercial, and brought together into a visual representation that shows the risks we face, the relationship between them and our remaining exposure to them after the mitigating actions we have taken.



Skills fit for the future

We need more skills in:

- portfolio management
- risk management
- assurance and audit information assurance



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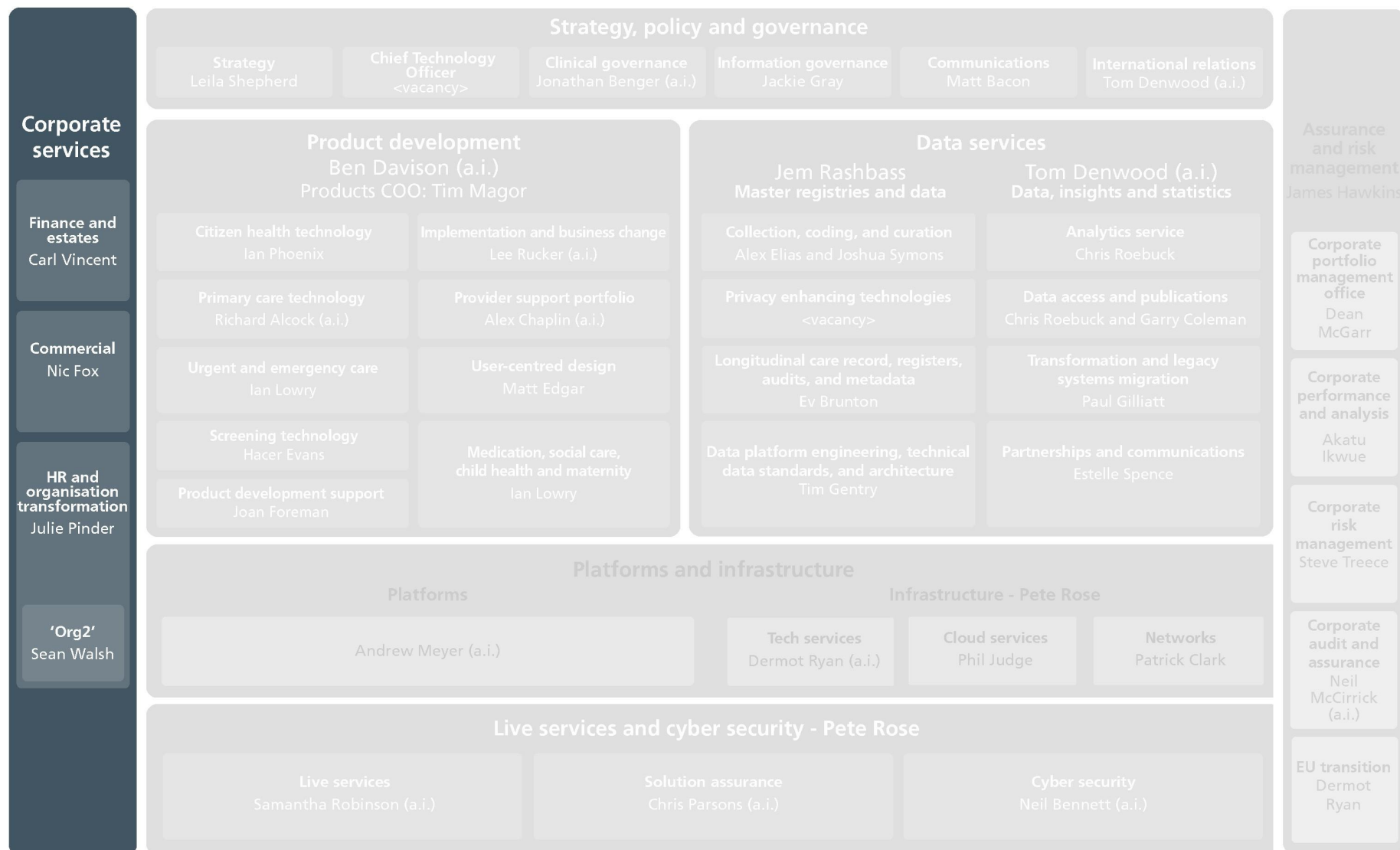


Corporate services

- **Finance and estates**
Carl Vincent
- **Commercial**
Nic Fox
- **HR and organisation transformation**
Julie Pinder



Organisation Map – Corporate services



Corporate services

Our vision

To be the centre of expertise and management for finance, estates, commercial, people and workforce, working in close partnership with all business areas. To be an influencer and driver of change and innovation throughout the health and care system.

Our purpose

- we are a team of skilled professionals who ensure our functions operate in a control- focussed, tightly governed environment
- we protect the organisation from risk by challenging and assuring
- we operate at the core of the organisation, partnering with the business to understand current and future needs
- through awareness of the internal and external environment, we create space for the development of expertise and innovation to ensure we deliver value-add outcomes effectively and efficiently



Finance and estates

Executive Director: Carl Vincent

We provide financial expertise and services to enable effective financial planning and control. We ensure that we make the best use of available resources to deliver our strategic aims and improve the wider health and care system. Our vision for finance is to: 'Develop trust, deliver insight, drive value'.

We manage and plan NHS Digital's estate and provide a range of other specialist and operational services to the organisation.

Products and services

Financial control, operations, systems management and financial planning and analysis **Lead: Pete Thomas, Mike McEvoy, Steve Leathley and Sarah Binns**

Management of financial transactions, reporting and analysis to ensure NHSD is compliant with statutory financial reporting, and leadership is provided with accurate and timely reporting.

Finance partnering and Commercial Finance **Lead: Pete Thomas, Damon Evans and Louise Bird**

Finance Partners engaging with leadership teams for all products and services to deliver expertise and guidance and ensure effective use of funding in line with budgets and business cases.

Estates, facilities and business services **Lead: Phil Kirtlan**

Running the physical NHS Digital Estate, accommodating c3,000 users across eight sites and facilitating move to the new Leeds HUB, and providing business services to the organisation.

Sustainability **Lead: Ben Tongue**

Develop and implement our sustainability plan, report sustainability performance and promote sustainable technology.

Counter fraud **Lead: Nick Cooney**

Deliver expertise, standards and controls to identify, prevent and recover losses from fraud affecting the organisation.

Corporate governance and compliance **Lead: Dean White**
Statutory reporting, corporate governance, compliance & accountability. Delivering the role of Board Secretariat.

Central administration and smart working **Lead: Victoria McConachie**

Deliver organisation wide initiatives such as Finance Transformation and Smart Working and provide directorate business management.



Commercial

Director: Nic Fox

We lead NHS Digital’s system-wide commercial strategy and operation and deliver effective procurement, category management and contract management across the full commercial lifecycle. We provide assurance of commercial output, manage and mitigate commercial and legal risk, drive compliance to commercial policy, practice and procedure and manage supplier relationship management (SRM) and industry engagement.



Products and services

Commercial engagement and Solutions	Lead: Tom Slater
Help the organisation understand the commercial environment and ensure high quality commercial outcomes are delivered on time.	

Commercial delivery	Lead: Robert McMillan
Deliver value through effective commercial activity related to common goods and services.	

Commercial operations	Lead: Andy Clewes
Ensure compliant commercial practice, process efficiency, robust controls and effective market intelligence.	

Market and contract management	Lead: Richard Lawes
Fulfill NHS Digital’s role in supporting cross-system commercial capability, planning and performance, implementing SRM and coordinating Commercial support for strategic initiatives.	

Legal	Lead: Hazel Randall
Legal advice and support to the organisation.	

HR and organisation transformation

Director: Julie Pinder

We provide outstanding people strategies, systems and expertise to ensure NHS Digital is an employer of choice it. We offer expert guidance and solutions across a range of people matters from talent acquisition and retention, to improving the employee experience and creating a compelling offer to our existing and future workforce.



Products and services

HR partnering **Lead: Michelle Holland**

Provide consultancy to our senior executives and their SLTs and ensure our People interventions helps us deliver business objectives.

Undertake workforce planning and provide appropriate resourcing solutions working with finance and commercial

Provide MI and insight to SLT to shape people related outcomes **Lead: Sonia Bewley**

Analyse current and future workforce needs and implement talent acquisition and retention solutions that help us get the right people in the right place with the right skills.

HR strategy **Lead: Sonia Bewley**

Develop a People Plan, that will support our ambition to become an employer of choice, as well as an inclusive and flexible organisation that is continuously learning.

Org 2 **Lead: Sean Walsh**

Lead the organisation transformation programme and provide appropriate change management expertise to the organisation through this process.

Executive resourcing **Lead: Lisa Edwards**

Ensure we get the highest calibre candidates for executive management positions in a complex and competitive market.

HR business services **Lead: Kirsty Dufton**

Support budget management, business planning, risk assurance and compliance and provide business support to SLT.

Skills fit for the future

Commercial

We need more:

- commercial specialists with strong market, technology and programme understanding
- enhanced category management specialists
- supplier relationship management
- legal support

Through introduction of procurement as a Service, the commercial function will become a more highly skilled function, closely partnering with business areas to develop value-added commercial outcomes. The current Legal team will be established as a separate sub-function, recognising the different skills required.

Finance and Estates

We need more skills in:

- financial modelling experts
- fixed asset accounting
- tax
- data management and systems

Increasingly the finance team will have a matrix of individuals that are expert in financial modelling, fixed asset accounting, tax, data management and systems. We are building our corporate governance capability to provide our Board with specialist support. We are increasing our data management and MI skills to improve our planning and decision making.

HR and Organisation Transformation

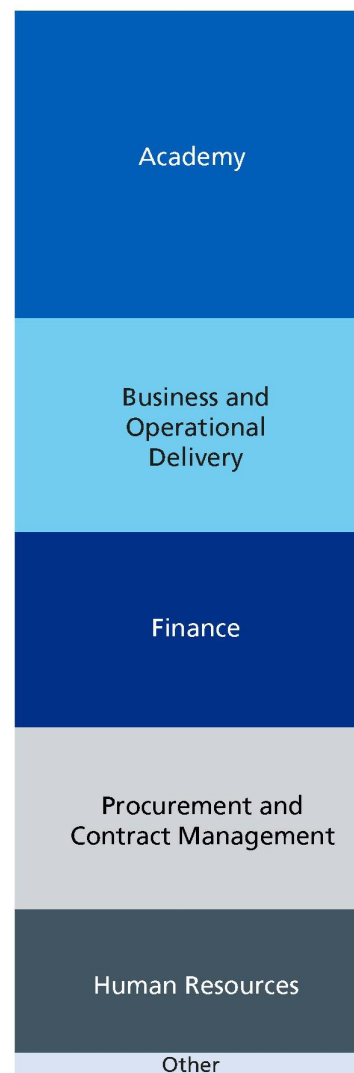
We need more skills in:

- management and leadership development
- advanced business partnering
- workforce planning and strategic resourcing
- organisation design and change management
- management information, insight and analytics
- Pay and reward and ERP system management

Budget 2020-21
325 FTE



May 2020
334 FTE



Future: August 2020
331 FTE[†]



[†] Exact full-time equivalent (FTE) subject to change in line with business need. Numbers are as at 1 May 2020.



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Information and technology
for better health and care