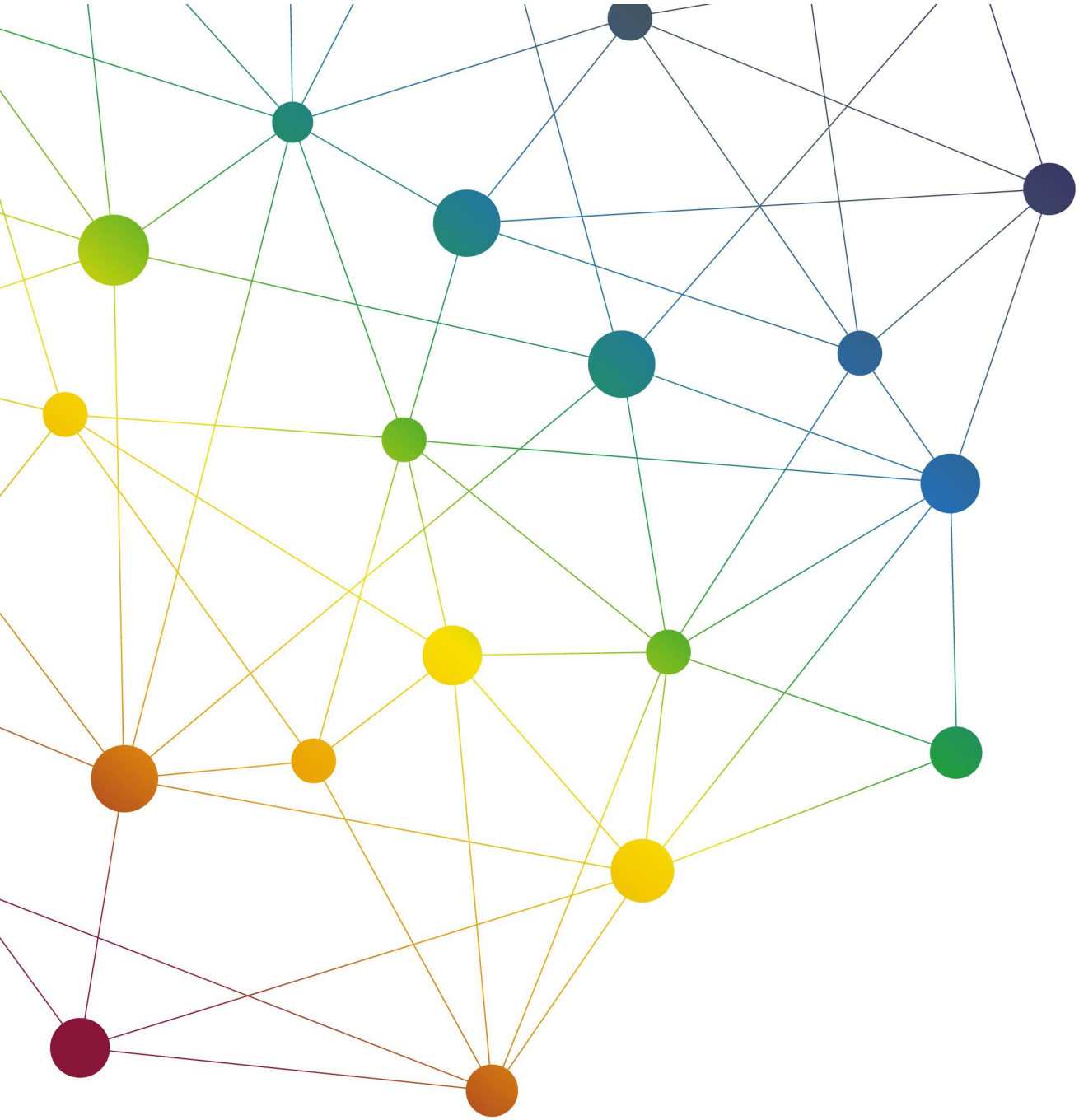


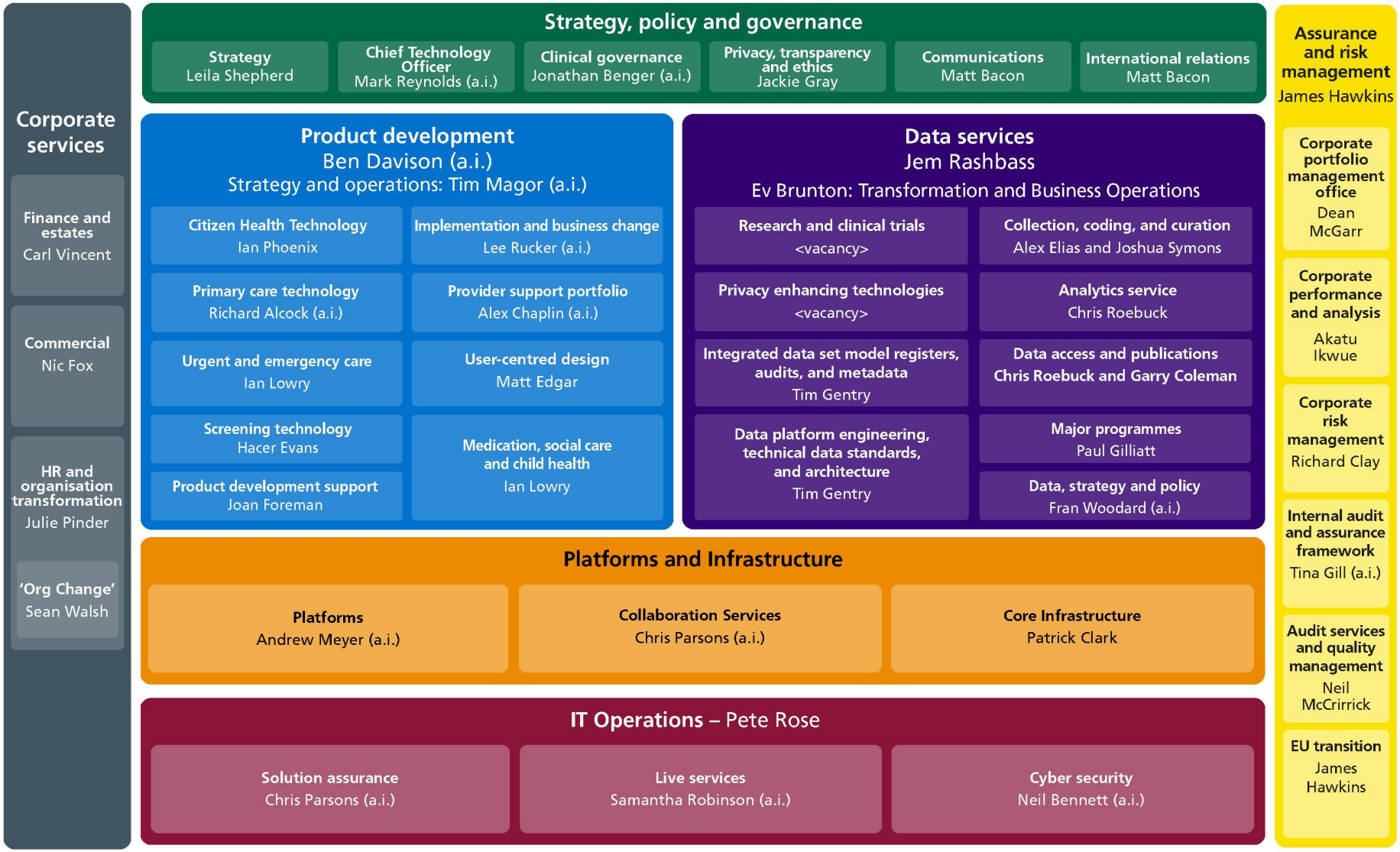
NHS Digital

OrgBook

November 2020 | Version 1

INQ000083069_0001

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 Test and Trace, 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 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, identity and access management). Provides local and Cloud hosting arrangements, workplace collaboration tools as well as the underlying data network arrangements needed to support an increasingly digitised health and care system.

IT operations
Responsible for the reliable, performant and secure operation of all live systems and services that we operate for the health and care system. Provides, cyber security, solutions assurance and live service support to an increasingly complex, demanding and digitised health and care system.

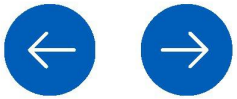
Assurance and risk management
Provides independent audit and assurance, ensuring strategic and delivery risks are appropriately managed across the organisation. Also responsible for portfolio and performance management to provide information, intelligence, analysis, insight and standards enabling decision-making and compliance.

Corporate services
The centre of expertise and management for financial, commercial, and people functions. In addition, we will deliver iterative change to reshape the way we organise ourselves to deliver work, the way we develop our capabilities and our internal operational tooling.

INQ000083069_0003

Our directors

	Substantive	Ad interim
Managing Directors	Pete Rose Sarah Wilkinson	
Executive Directors	Jackie Gray Jem Rashbass Carl Vincent	**Non permanent** Jonathan Benger Ben Davison
Directors	Matt Bacon Hacer Evans Nic Fox James Hawkins Ian Lowry Ian Phoenix Julie Pinder Leila Shepherd Sean Walsh **Secondment out** Tom Denwood	**Non permanent** Rich Alcock Mark Reynolds Fran Woodard (a.i.) **On interim promotion** Neil Bennett Andrew Meyer



Our associate directors

Associate Directors

Substantive

Richard Ashcroft
Sonia Bewley
Eveline Brunton
Patrick Clark
Robert Cleary
Garry Coleman
Martin Dennys
Arjun Dhillon
Matt Edgar
Alex Elias
Tim Gentry
Paul Gilliatt
Simon Gray
Richard Lawes
Robert McMillan
Catherine O'Keeffe
Hazel Randall
Chris Roebuck
Malcolm Senior
Marc Silverside
Tom Slater
Joshua Symons
Pete Thomas
Alison Ward
Martin Warden

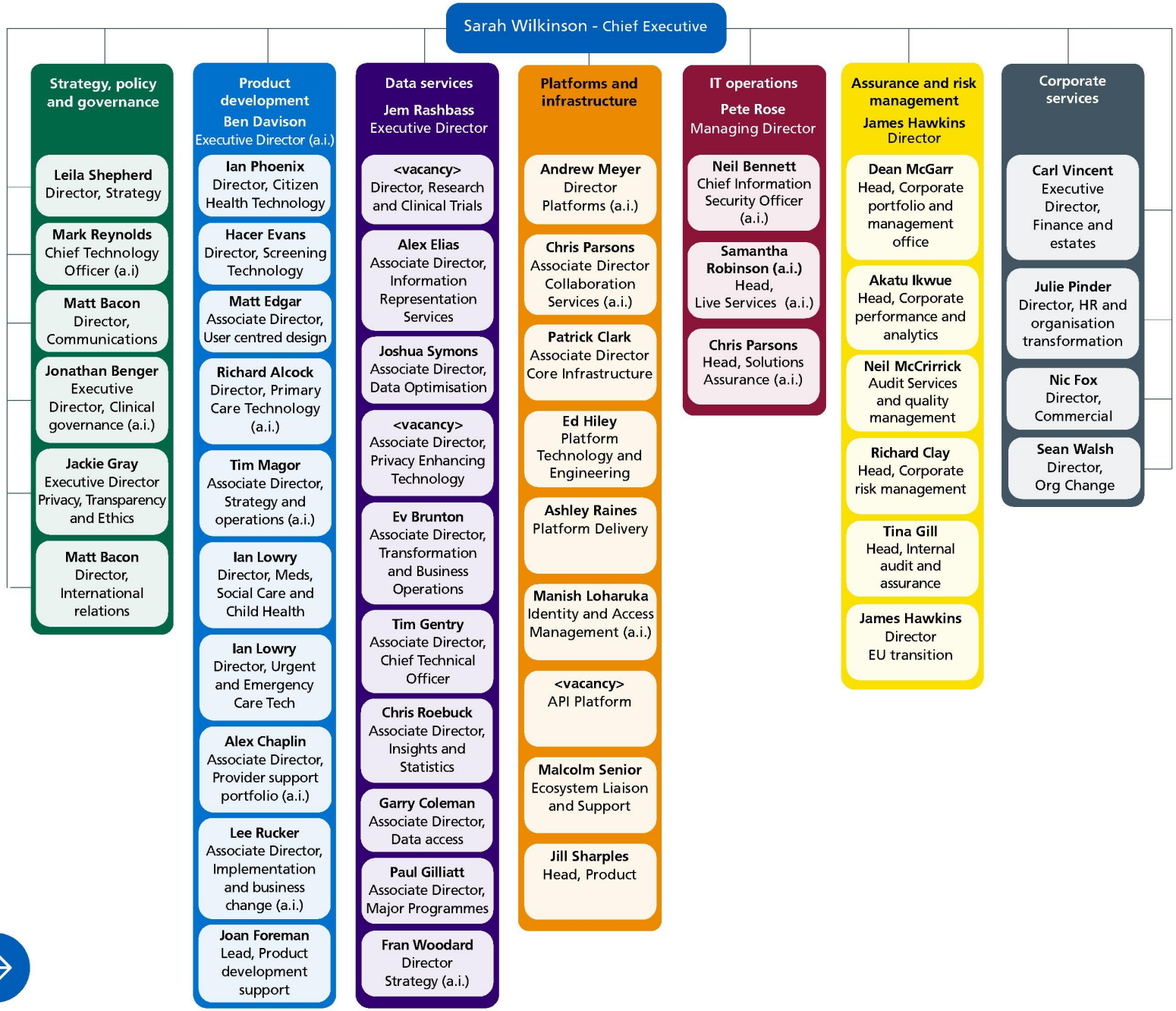
Sabbatical
Shaun Fletcher

Ad interim

Non-permanent
Laurence Burgess
Kevin Willis

On interim promotion
Alex Chaplin
Gaynor Dalton
Richard Irvine
Tim Magor
Phil Nixon
Chris Parsons
Lee Rucker
Richard Steele

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)

Chief People Officer
Julie Pinder

Chief Commercial Officer
Nic Fox

Chief Executive
Sarah Wilkinson

Audit and Risk Committee (ARC)

Chief Risk Officer
James Hawkins

Chief Financial Officer
Carl Vincent

Chief Executive
Sarah Wilkinson

Information and Cyber Security Committee (IACSC)

Deputy Chief Executive
Pete Rose

Executive Director
Jackie Gray

Chief Risk Officer
James Hawkins

Investment Committee (InvestCo)

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

INQ000083069_0008

COVID-19 interim response

Our vision

To provide high quality data, digital solutions and infrastructure that best support the system response to the pandemic and Covid-related research priorities. To ensure our organisation remains resilient, our workforce is supported, and that we sustain better ways of working learned during the response.

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
- 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 while government restrictions are in place and beyond
- ensure our organisation responds in an agile manner to urgent priorities while maintaining a strong control framework around our activity
- ensure that NHS Digital is "stronger on the other side" by capturing lessons learned and promoting improved ways of working

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.

Programme overview

NHS Digital's current response to Covid-19 consists mainly of major programmes of work (these are outlined in full on the next page); data to support operational planning and nationally-prioritised research; infrastructure and cyber support; and support for Social Care. These initiatives are being delivered through close partnership with other Arm's Length Bodies and supported by expert colleagues in Privacy, Transparency and Ethics; Architecture; Commercial; Comms and Finance.

There are also a number of smaller-scale initiatives being delivered outside the programme (e.g. ongoing enhancements to Citizen Health channels, data access requests) and these continue to be an important part of the response. Many NHS Digital staff have also volunteered to support Covid-19 initiatives and their contributions continue to be important and highly valued.

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Organisation map – COVID-19 response

Gold command

Sarah Wilkinson | Pete Rose | Jonathan Benger | Jem Rashbass | Ben Davison | Jackie Gray

Silver command

Gold Command | Programme Leads | Extended EMT | Support Function Leads

Major programmes

NHS Test and Trace

Leads: Julian Thomas (Testing); Phil Nixon (Contain), Sam Robinson (Service Ops), Neil Bennett (Cyber)

- design, build, deploy and operate functions for Pillar 2 & Pillar 3 Testing
- data dashboards for Contain
- Live Service operations for Pillar 2 & Pillar 3 Testing and Contain dashboards
- Cyber operations for Pillar 2 & Pillar 3 Testing, Manual Tracing, Covid App and Contain dashboards

Vaccination

Lead: Adrian Stanbury and Hacer Evans

- provision of data to support set-up of an Immunisation Management Service with initial focus on flu vaccination for Winter 2020
- build a national booking service for Covid-19 vaccination
- deliver NHS Covid-19 vaccine research registry to facilitate enrolment into clinical trials
- support development of a National Surveillance System for Pharmacovigilance

Risk Stratification

Lead: Ian Phoenix and Mark Reynolds (SPL)

- agree core design premise (centralised vs distributed)
- design, build, deploy and operate new Risk Engine platform, and Covid risk assessment function, based on new Oxford Covid-19 risk algorithm

111 First

Lead: Ian Lowry

- extend 111 systems to form first port-of-call for all citizens seeking urgent (not emergency) care, move from queuing to booking, optimise use of emergency services and reduce waiting room use during Covid

COVID Oximetry @Home

Lead: Alison Ward (a.i.)

- support national roll-out of COVID Oximetry @ Home including vital statistics capture and integration with primary care records

Data Services

Lead: Paul Gilliatt (a.i.)

- ongoing collection, curation and dissemination of Covid-critical data sets
- extension of coding standards for Covid-19
- issuance of new open data sets
- development of new experimental statistics and data dashboards
- development of new analytics and predictive modelling capabilities

Research Services

Lead: Garry Coleman (a.i.)

- dissemination of data sets for research communities
- ongoing support of clinical trials and development of clinical trials support services
- supporting consent management for research
- provision of Trusted Research Environments for prioritised Covid research

Portfolio management

Covid-19 PMO

Lead: James Hawkins and Nat Brewer

- central project management office for NHS Digital Covid-19 response
- risk management for Covid-19 programme
- issuing 'Gold Reports'
- planning, coordinating and chairing Silver meetings
- Covid-19 Librarian function
- coordination with peer organisations' Covid project management offices

Watchlist programmes

Infra 2020 and Access Logistics Hub

Silver Lead: Patrick Clark and Chris Parsons

- multiple infrastructure programmes to improve connectivity (HSCN migrations and broadband upgrades), access (virtual smartcards), and collaboration (NHSMail & MSFT collaboration services)
- deploy remote clinical desktop solution to support Bring Your Own Device for primary care staff
- expand and lock-in remote video consulting capabilities
- support Nightingales

Social Care

Silver Lead: James Palmer

- increase access to patient data for direct care (via iPads)
- new, automated data collections from social care providers
- data standards work

Cyber 2.0

Silver Lead: Neil Bennett

- 20/21 programme of work to mature cyber capabilities in the Cyber Security Operations Centre (CSOC) and across the health and care system

Key support functions

Information Governance

Silver Lead: Gaynor Dalton

- information governance work in support of the Covid-19 response, across all programmes

Architecture

Silver Lead: Mark Reynolds

- ensuring coherence and quality of service and technical architectures

Commercial

Silver Lead: Nic Fox

- commercial activities in support of the Covid-19 response, across all programmes

Organisation Wellbeing

Silver Lead: Nic Fox

- defining and building policies, services and support structures to keep our staff safe and well during Covid-19, and help them to work as effectively as possible

Communications

Silver Lead: Matt Bacon

- communications activities (external and internal) in support of the Covid-19 response

Finance

Silver Lead: Carl Vincent

- finance activities in support of the Covid-19 response across all programmes

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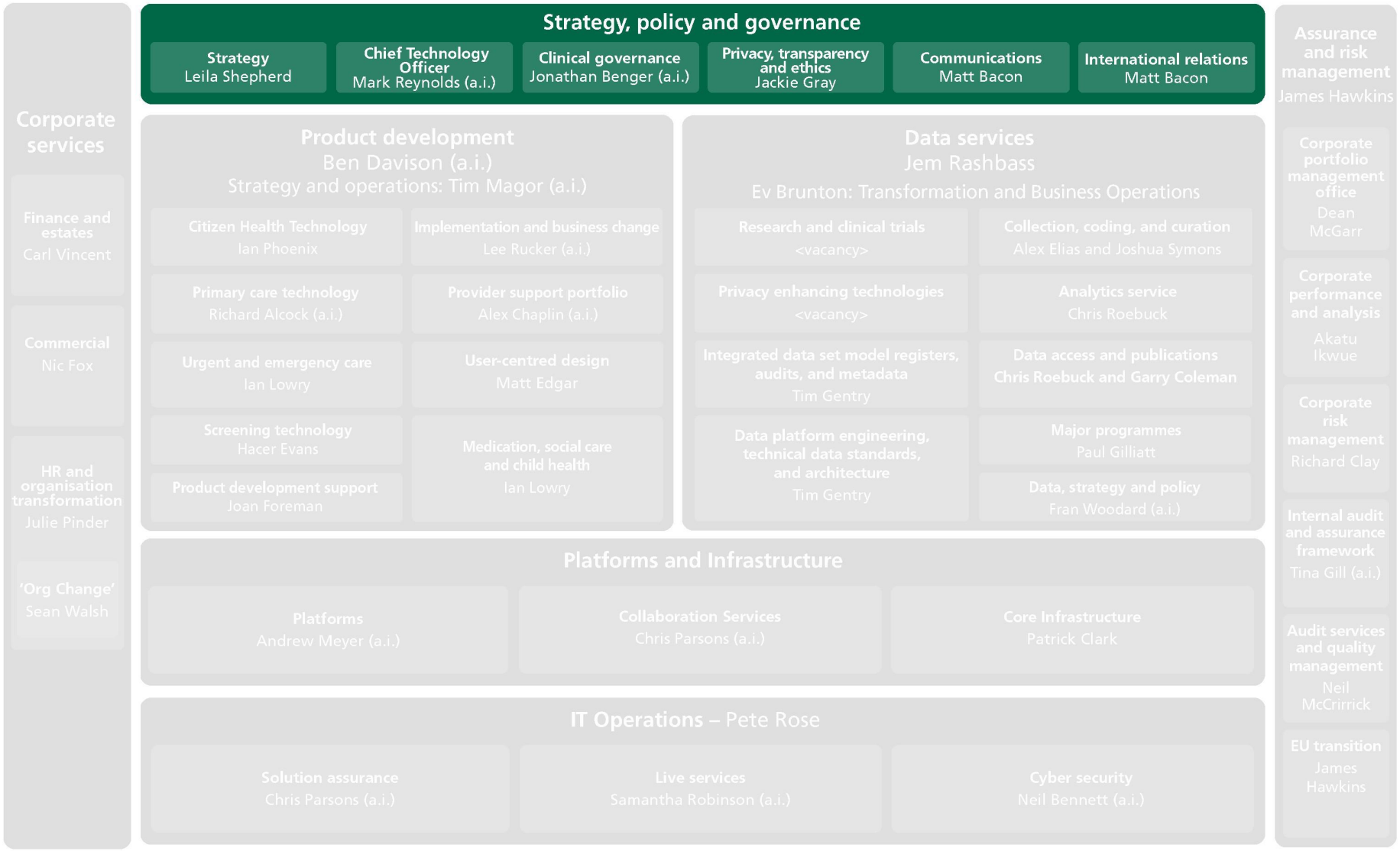
Strategy, policy and governance

- **Strategy and planning**
  Leila Shepherd
- **Chief Technology Officer**
  Mark Reynolds (a.i.)
- **Clinical governance**
  Jonathan Benger (a.i.)
- **Privacy, Transparency and Ethics**
  Jackie Gray
- **Communications**
  Matt Bacon

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:
Mark Reynolds (a.i.)

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

Application Architecture **Lead: Richard McEwan**
Responsible for architecture of our products and applications, whether citizen or staff facing. The application architecture area will determine whether we reuse, buy or build and managing the transition to modern browsers.

The area lead will also chair the Technical Governance and Review Group (TRG). It will work closely with our Product development directorate and Collaboration Services function.

Security Architecture **Lead: Vacancy**
Ensuring NHS Digital and healthcare services are secure by design. The area will be responsible for the architecture of the Data Security Centre, the implementation of security architecture in all NHS Digital systems and working with health and care organisations to improve their security. It will have a focus on advancing our use of more sophisticated cyber technologies. This area will also lead on the management and reporting of technical debt.

This is a system-wide role that works closely with the Cyber function.

Data Solutions Architecture **Lead: Andrew Wheeler**
Responsible for the architecture covering data in motion (interoperability and API management) and at rest (information / data assets). The area will also take the lead in the adoption of analytics, privacy and data management technologies.

The area will work closely with Data Services.

Chief Technology Officer (continued)

Chief Technology Officer:
Mark Reynolds (a.i.)

Products and services

Enterprise Architecture **Lead: Li Jenkins-Twist**

Ensuring architecture underpins NHS Digital strategy and missions including alignment between business goals and architectural approach. It will have specific responsibility for the architecture response to the COVID initiatives and internal corporate services.

The area is also responsible for ensuring we have accurate architecture documentation in Aalto (the architecture tool) and published best practice guidance. It will work closely with the Strategy function.

Infrastructure Architecture **Lead: Matthew Brown**

Responsible for infrastructure architecture including the implementation of the cloud and internet first policies. The area will be responsible for decisions on workload placement (hosted, private, public cloud), cloud to cloud migrations and ensuring the effective, sustainable use of these services and advanced technologies such as quantum computing. The area is also responsible for the national network architecture, planning for how we develop the future of networking and take advantage of new technologies such as 5g and low earth orbit satellites.

This area will work closely with the Core Infrastructure and Collaboration Services functions.

Platform Architecture **Lead: Vacancy**

Responsible for platforms architecture including the development and improvement of common services, their use within NHS Digital and adoption in the health and care ecosystem. Success for this area is ensuring that developers across the system can quickly integrate with platforms and gain immediate benefit. This is a system-wide role working closely with the Platforms directorate.

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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 Benger (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.

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Privacy, Transparency and Ethics

Executive Director of Privacy, Transparency and Ethics: Jackie Gray

With increasing accountability requirements under the General Data Protection Regulation (GDPR) and the Data Protection Action 208, there is a need to assure the public and a wide range of stakeholders that NHS Digital is a safe haven for patient data.

The Privacy, Transparency & Ethics Team supports the move towards greater digitisation of the NHS and the increased demand for health data supporting delivery of care alongside crucial health research, including greater collaboration with stakeholders at a national level.

The team are active participants in the cross-sector Health and Care Information Governance Panel and its Working Group, 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) and Compliance team — **Lead: Kevin Willis (a.i.), DPO**

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 Compliance function includes:

- Records Management
- NHS Digital Data Security and Protection Toolkit (DSPT)
- Transparency
- Privacy, confidentiality, data protection & records management policy
- Internal IG guidance and training

Strategic Partnering and Programmes — **Lead: Gaynor Dalton**

Responsible for specialist privacy, data protection, vires & confidentiality advice and guidance throughout a product life cycle to NHS Digital Programmes and Service Teams, including DARS. This includes SME guidance on identifying and managing privacy issues and risks, advising on Data Protection Impact Assessment (DPIAs) and Privacy Notices.

The team also leads on specific strategic external projects and provides support to the system-wide initiatives in collaboration with NHSX, for example the Article 40 Code of Conduct on data Sharing.

Privacy, Transparency and Ethics (continued)

Executive Director of Privacy, Transparency and Ethics: Jackie Gray

Products and services

Services team — **Lead: Catherine O'Keeffe**

Responsible for the business management of the sub-directorate and the team managing Freedom of Information Act (FIOA) and Data Subject Access Requests (DSARs). Also responsible for the provision of the IG Helpline service to coordinate, respond and manage all data protection queries. The team also provides support for complex issues to Data Services. The Independent Group Advising on the Release of Data (IGARD) secretariat are also part of the team.

IG COVID-19 Response team — **Lead: Gaynor Dalton and Simon Gray**

Responsible for providing and coordinating SME support to the organisation's Covid-19 programmes of work.

They are also responsible for the management and publication of the Covid-19 Data Release Register, and liaison with other ALBs and NHSX on the coordinated and consistent response on privacy, confidentiality and the legislative framework applying to the delivery of Covid-19 data, systems and services for both direct care and secondary uses.

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. Our senior business partners are: Susannah Strong (Data Services), Paul Butler (Product Development), and Heather Thomas (Live services and cyber security).

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.

Corporate digital — **Lead: Roger Donald**

Delivery of digital experiences and information through our websites that support technical innovation.

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.

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Communications (continued)

Director of Communications:
Matt Bacon

Products and services

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 engagement **Lead: Nosober Latif**

The international engagement function supports global healthcare partnerships and UK Government initiatives to enable UK care professionals, patients and citizens to benefit from the latest digital developments from around the world; to ensure our health system remains a global leader in the delivery of digital healthcare innovation; and to support UK exports of cutting-edge digital solutions and expertise.

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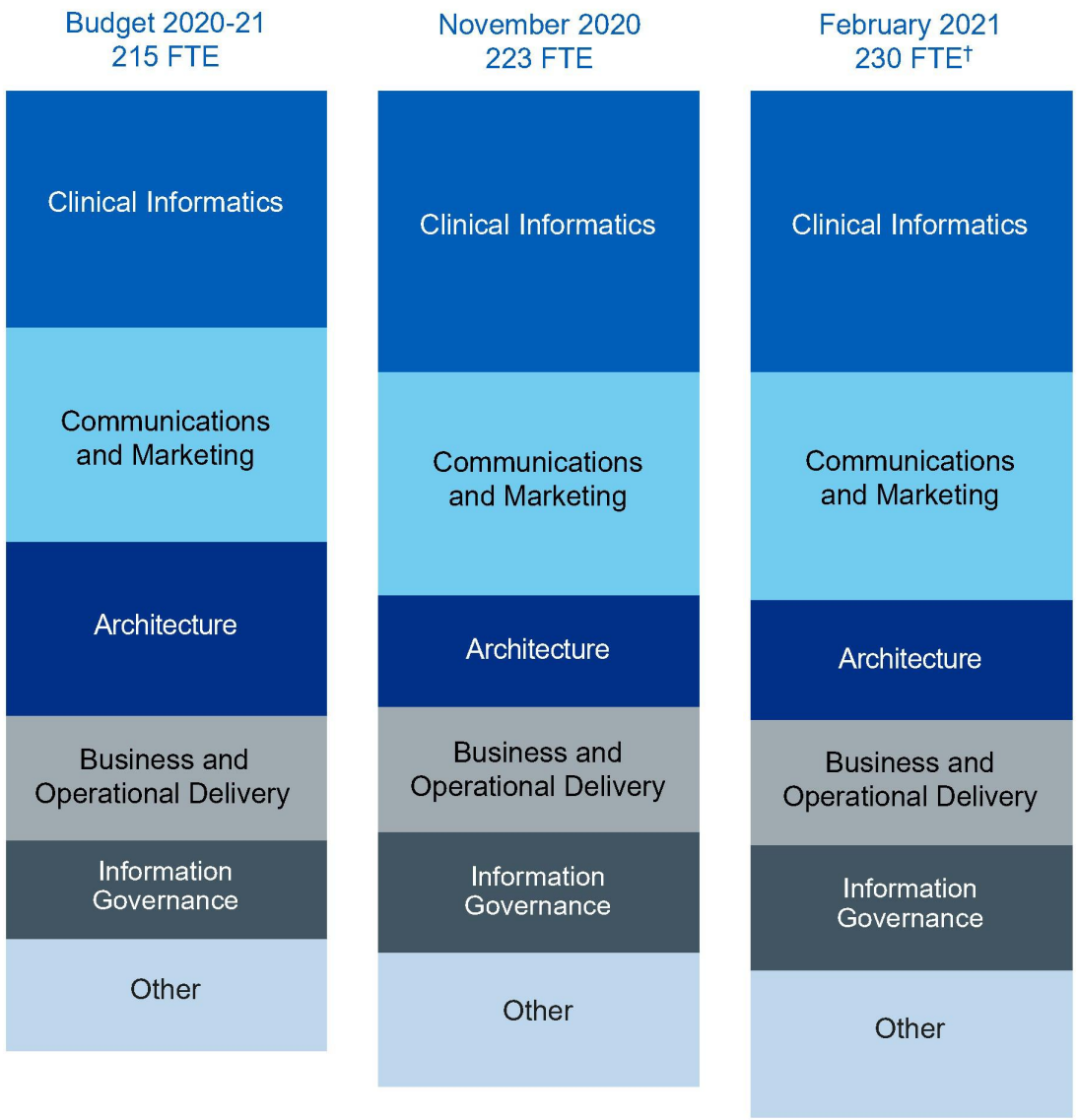
Skills fit for the future

We need more enterprise and technical architecture skills, as well as specialist IG/ data protection SME & legal resources.



† Exact full-time equivalent (FTE) subject to change in line with business need and includes permanent staff and staff under a fixed term contract. The current and February 2021 forecast includes temporary additions and movements of staff to address current Covid priorities.

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 and child health**
  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

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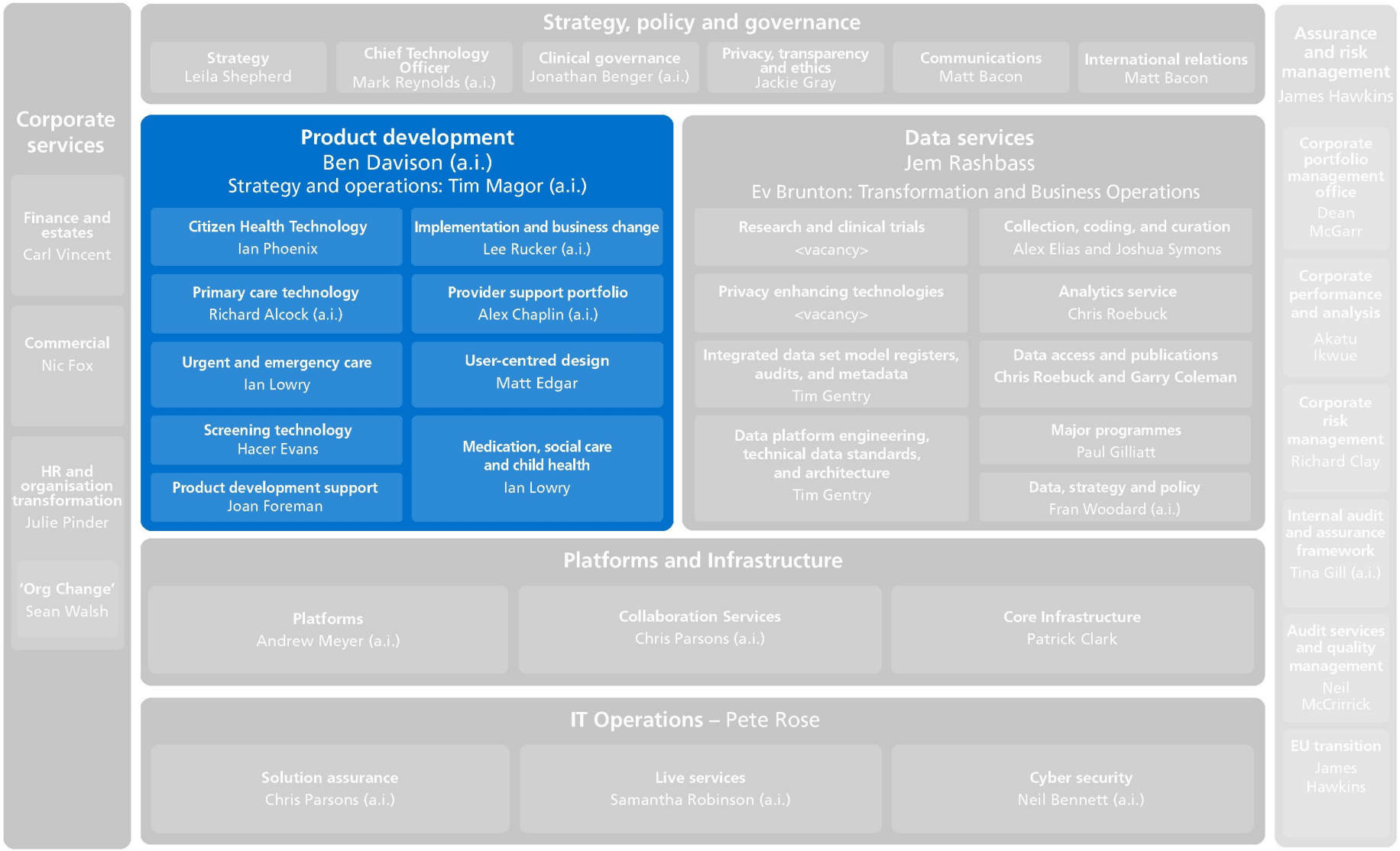
Organisation map – Product development



Product development

Our vision

Improving health outcomes for people in England and equipping 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: Susie Day**

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.

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**

Our service provides digital access to triage, healthcare advice, and guidance. Aiming to compliment the telephony service, it is used by approximately 750k patients a month.

NHS Pathways — **Lead: Mandy Williams**

Our triage software and suite of other products, which are used to safely direct more than 18.5 million calls to NHS 111 and 999.

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 and child health

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.

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: Liz Butcher**

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.

Pharmacy, optometry, dentistry, ambulance and community — **Lead: Richard Ashcroft**

The digital integration of pharmacy, optometry, dentistry, ambulance and community (inclucing mental health) sectors.

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Screening technology

Director: Hacer Evans

Screening technology is responsible for providing the live screening products and 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: Hacer Evans**

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

Interim Cervical Screening Call/Recall programme — **Lead: Adam Shabbir and Rui Pachero**

New cervical call/recall service to replace NHAIS 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**

Breast Screening Select is used for the call and recall of women in England for screening the Breast Screening Information System is used to create the mandatory annual KC62 statistical return.

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

Provides user-centred design and design leadership across product development and all sub-directorates.

Products and services

User research — **Lead: Rochelle Gold**

Defines the user research strategy, and ensures that products and services meet user needs, conforming to NHS guidelines and the Government Service Standard. Leads user researchers at NHS Digital, and ensures they have the operational support they need to do their best work.

Design — **Lead: Tero Väänänen**

Defines the design strategy, and uses end-to-end service design and user insights to identify opportunities and drive outcomes across our portfolio. Leads graphic, interaction and service designers at NHS Digital.

Purposes:

- provides user-centred design and user research leadership across product development and all sub-directorates
- conducts early engagement on new pieces of work
- matures user-centred design practices across the whole directorate
- supports teams to identify and address barriers to access to our products and services

Provider support portfolio

Associate Director: Alex Chaplin (a.i.)

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

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

Product development support

Lead: Joan Foreman

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

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.

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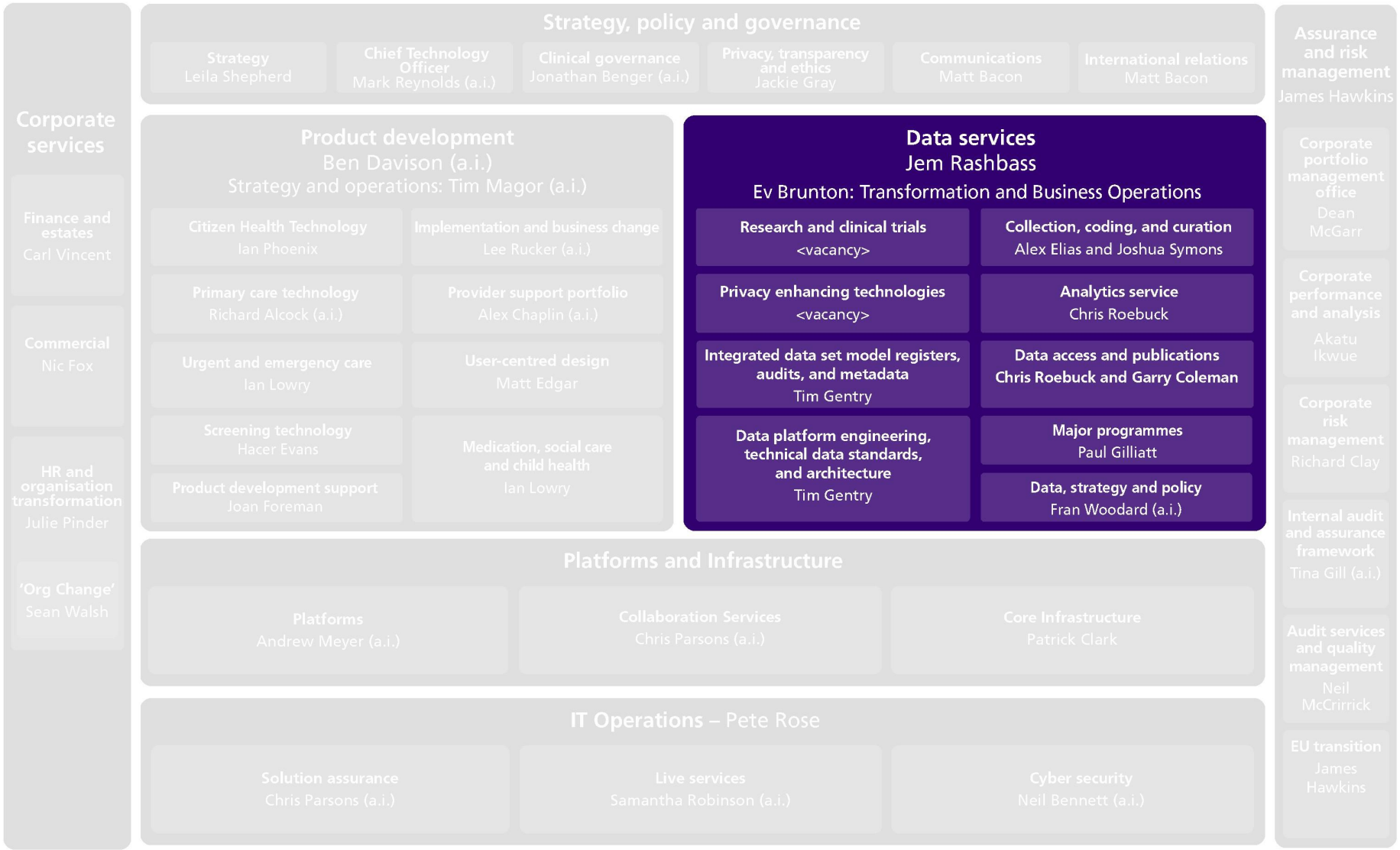
Data services

Executive Director: Jem Rashbass
Ev Brunton, Transformation and Business Operations

- **Data Strategy and Policy**
  Fran Woodard (a.i.)
- **Research and clinical trials**
  <vacancy>
- **Coding, collection, and curation**
  Alex Elias and Joshua Symons
- **Privacy enhancing technologies**
  <vacancy>
- **Analytics service**
  Chris Roebuck
- **Major Programme Delivery**
  Paul Gilliatt
- **Integrated data set model, registers, audits, and metadata**
  Tim Gentry
- **Data access and publications**
  Chris Roebuck and Garry Coleman
- **Data platform engineering, technical data standards, and architecture**
  Tim Gentry

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 advanced analytics in innovative ways.

Our purpose

To deliver:

- customer confidence and data innovation
- to work proactively, and with agility
- being an example of technical excellence keeping data safe and

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 and innovation

Data services

Executive Director: Jem Rashbass

We make 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 compromises:

- Strategy and Policy
- Research and clinical trials Analytics service
- Data access and publications
- Partnerships and communications
- Major Programme Delivery

Products and services

Data Strategy and Policy — **Lead: Fran Woodard (a.i.)**

Drive the development and delivery of the Data Strategy to meet the priorities and needs of our commissioners, citizens and patients, the health and social care system, and life-science researchers. Develop and lead the key strategic partnerships with a wide range of stakeholders enabling the effective delivery of a customer centred strategy

Research and clinical trials — **Lead: <Vacancy>**

Providing services to clinical triallists through NHS DigiTrials and development of our service offer to research communities across the health and care system, within academia and within the Life Sciences sector.

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 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.

Major Programme Delivery — **Lead: Paul Gilliatt**

Delivering major data programmes, including the COVID-19 data services portfolio and early work with the Office of Life Sciences and NHSX on the "data curation" programme, which will unlock the value of data across priority use cases (clinical trials, cancer and cardiovascular disease).

Data services (continued)

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
- Integrated data set model, 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.

Integrated data set model, registers, audits, and metadata — **Lead: Tim Gentry**

We are establishing an integrated data set model, 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, including the Trusted Research Environment for England service.

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.

Skills fit for the future

Our talented and motivated teams need to be agile, innovative and work at pace combining robust development, with cutting edge methodology and professional delivery.

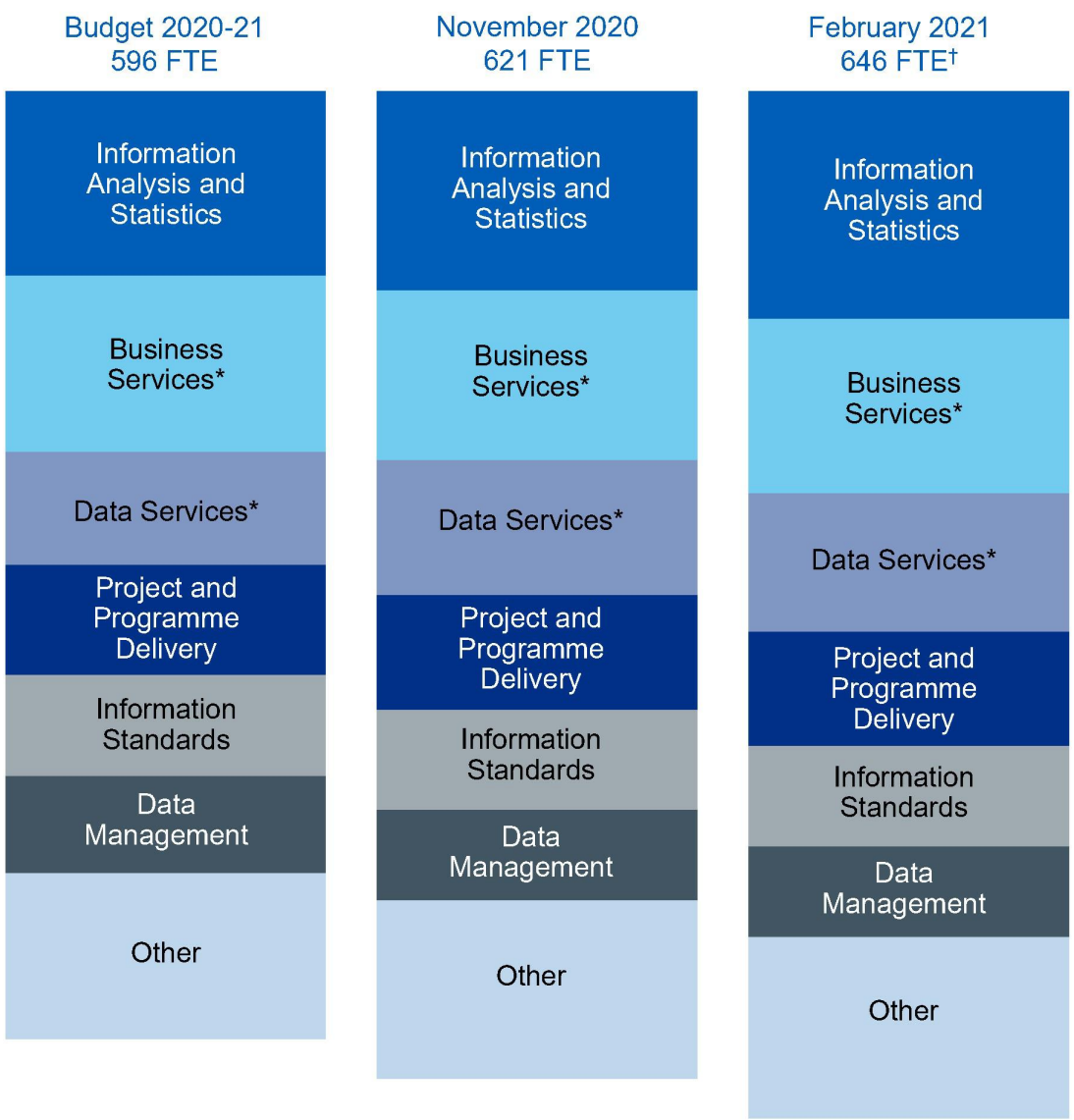
To enable us to move forward with delivery of world class data services, we are redesigning our operating model for Data Services.

We need more:

- user experience and customer engagement experts
- advanced analytical skills and domain experts
- flexible and talented coders
- data scientists, wranglers and full-stack developers
- data visualisation and design experts

Working with the best universities and industry to:

- retain, retrain and reassign capable permanent staff
- attract the best talent, innovation and applied research
- encourage reciprocal placements and secondments and more higher degree placements.



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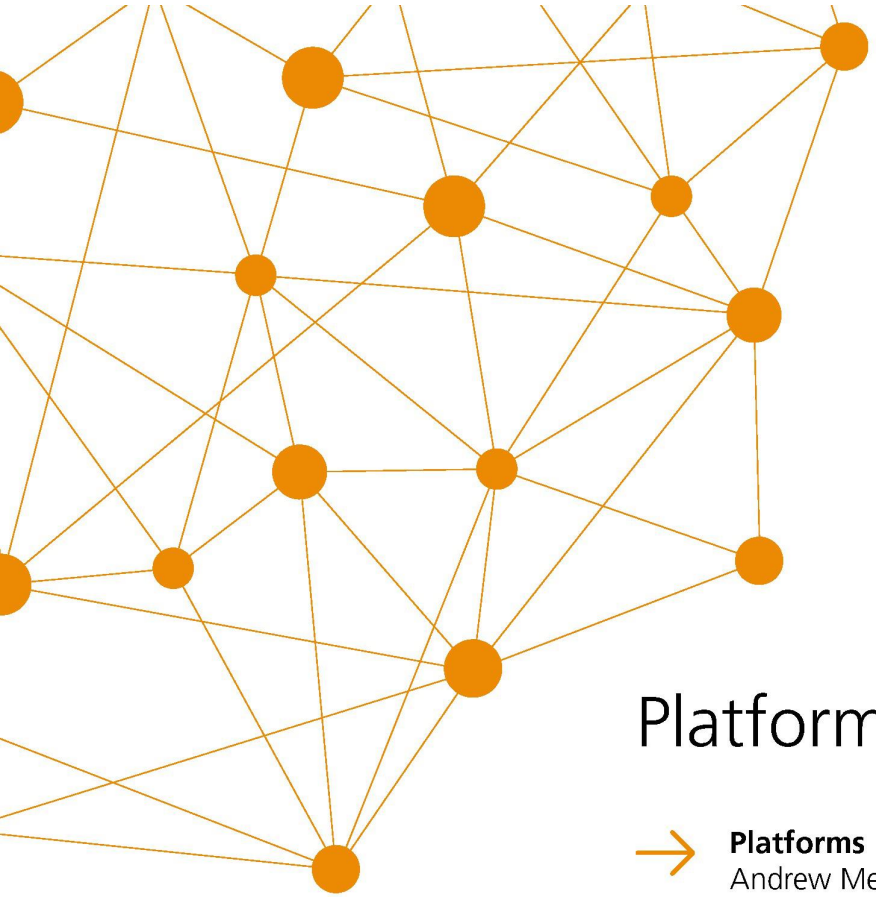
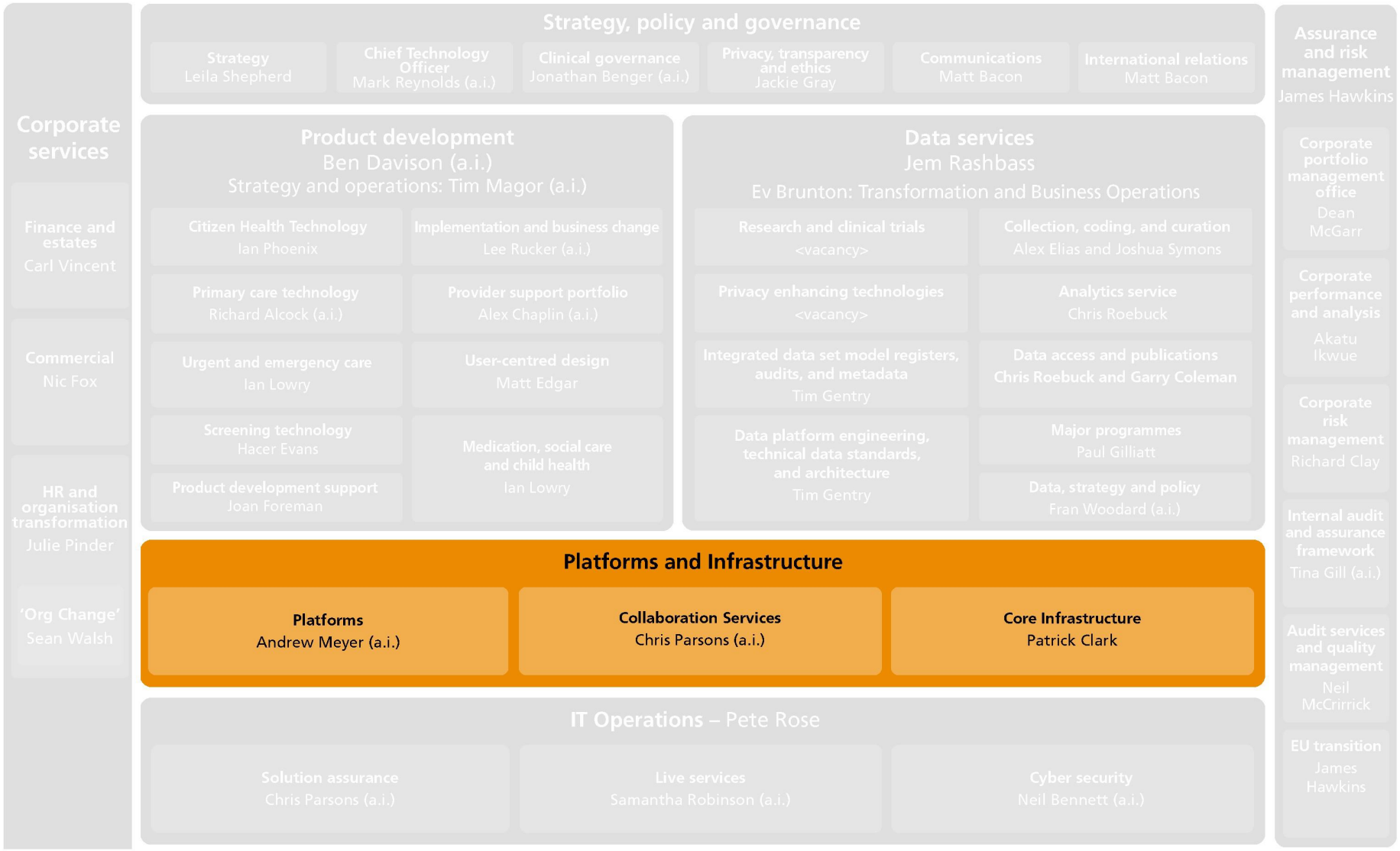
* Specialism within Business and Operational Delivery



Platforms and infrastructure

- **Platforms**
  Andrew Meyer (a.i.)
- **Collaboration services**
  Chris Parsons (a.i.)
- **Core infrastructure**
  Patrick Clark

Our organisational map - Platforms and infrastructure



Platforms and infrastructure

Our vision

We believe in the potential of digital technologies to rapidly improve health and care services. By unlocking the capabilities of our platforms and developing open standards and APIs, we can create an environment for digital innovation to thrive.

Our purpose

- Provide more digital services designed around the needs of our health and care professionals, patients and public.
- Provide services that offer simple and speedy access to the information and data that matters, whenever and wherever it's needed.
- Provide cost effective, sustainable solutions that improve investment value, accelerating the digital transformation of the NHS.

Platforms

Director: Andrew Meyer (a.i.)

We design and build 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 aim 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: <vacancy>**
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 (a.i.)**
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.

Product — **Lead: Jill Sharples**
We build and deliver products and platforms that meet user needs and connect the vast number of digital services across the health and care system.

Collaboration services

Director: Chris Parsons (a.i.)

Collaboration Services provide health and care organisations with integrated communications and collaboration capabilities, building upon core services including NHSmail, N365 and the Directory Service.

Collaborations Services also provide internal corporate technology services.

Products and services

NHSmail and N365 **Lead: John McGhie**
In addition to the core service, the NHSmail team also support the NHSmail/ Microsoft Office 365 (O365) Hybrid solution. During 2020, the NHSmail service will transform as we migrate all users to O365 which will enable true digital collaboration capability to meet the emerging demands of organisations and users.

TechServices **Lead: Ian Bowles**
TechServices (Corporate ICT) are responsible for providing internal IT services to NHS Digital. This includes the network, infrastructure, end user computing and business applications.

Integrated Communications **Lead: <Vacancy>**
Integrated Communications is a new function which will look to bring all communication and collaboration capabilities into a single team. Initial discovery activity will commence immediately to define to full scope of this function.

Directory Services **Lead: <Vacancy>**
Directory Services is a new function which will look to leverage the NHS Directory capabilities currently provided within the NHSmail service with a view to building and expanding this capability to provide a dynamic organisational directory service, fit for the future requirements of the wider health and care system.

Desktop Engineering **Lead: <Vacancy>**
Desktop Engineering will initially focus on the continued deployment of Windows 10 and Advanced Threat Protection (ATP) capabilities which will play an increasingly important role in monitoring and protecting the desktop environment across the system. In time, Remote Clinical Desktop (VDI) and Windows Virtual Desktop (WVD) will move within this function.

Core infrastructure

Associate Director: Patrick Clark

Infrastructure Services will drive migration from existing local hosting to cloud-based hosting 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.

Network Services will ensure health and care organisations are able to obtain the connectivity they need to adopt and deliver digital and cloud services reliably, conveniently and cost effectively.

Products and services

Cloud Engineering **Lead: <vacancy>**
Supports NHS Digital by delivering and maintaining the best cloud hosting arrangements at the best price, continuously investigating new technologies, improving cloud automation and analytics, optimising cloud engineering and commercial arrangements with cloud vendors and network connectivity to cloud providers.

Data Centres **Lead: Helen Foy**
Management of our 'on-premise' data centres and use of Crown data centres, and migrations between data centres and public cloud.

Networks and Connectivity **Lead: Anna Hawksley and Dan Parry**
Provides the underlying data network arrangements needed to support a digitised health and care system. Responsible for the Health and Social Care Network (HSCN) providing health and care organisations with great value, performant and cybersecurity enhanced, public (internet) and private data network connectivity and prompting a shift towards superior full-fibre-based connectivity. Also responsible for the future strategy for networks and connectivity that will ensure health and care organisations are able to continually access the latest technologies that can provide the connectivity they need to achieve their digital ambitions (e.g. full-fibre services).

Sustainability Programme **Lead: Helen Foy**
Will deliver a digital sustainability vision for the Health & Care system and will help reduce our carbon footprint by designing national services to support the rationalisation of data centres and accelerated migrations to public cloud.

Infrastructure Operations **Lead: Iain McConachie**
Manages hosting support services across cloud and private data centres, including vulnerability management, version control, patching and release management, event correlation, analytics and service and business level dashboards and Management Information. It will also include a specialist subfunction responsible for the Splunk utilisation and analytics.

Skills fit for the future

We need more skills in:

- deep engineering
- solution design
- interaction design
- machine learning
- cloud-based skills including advanced coding
- combined technical specialism and delivery capability
- open API Development
- product ownership

Infrastructure Services and Networks

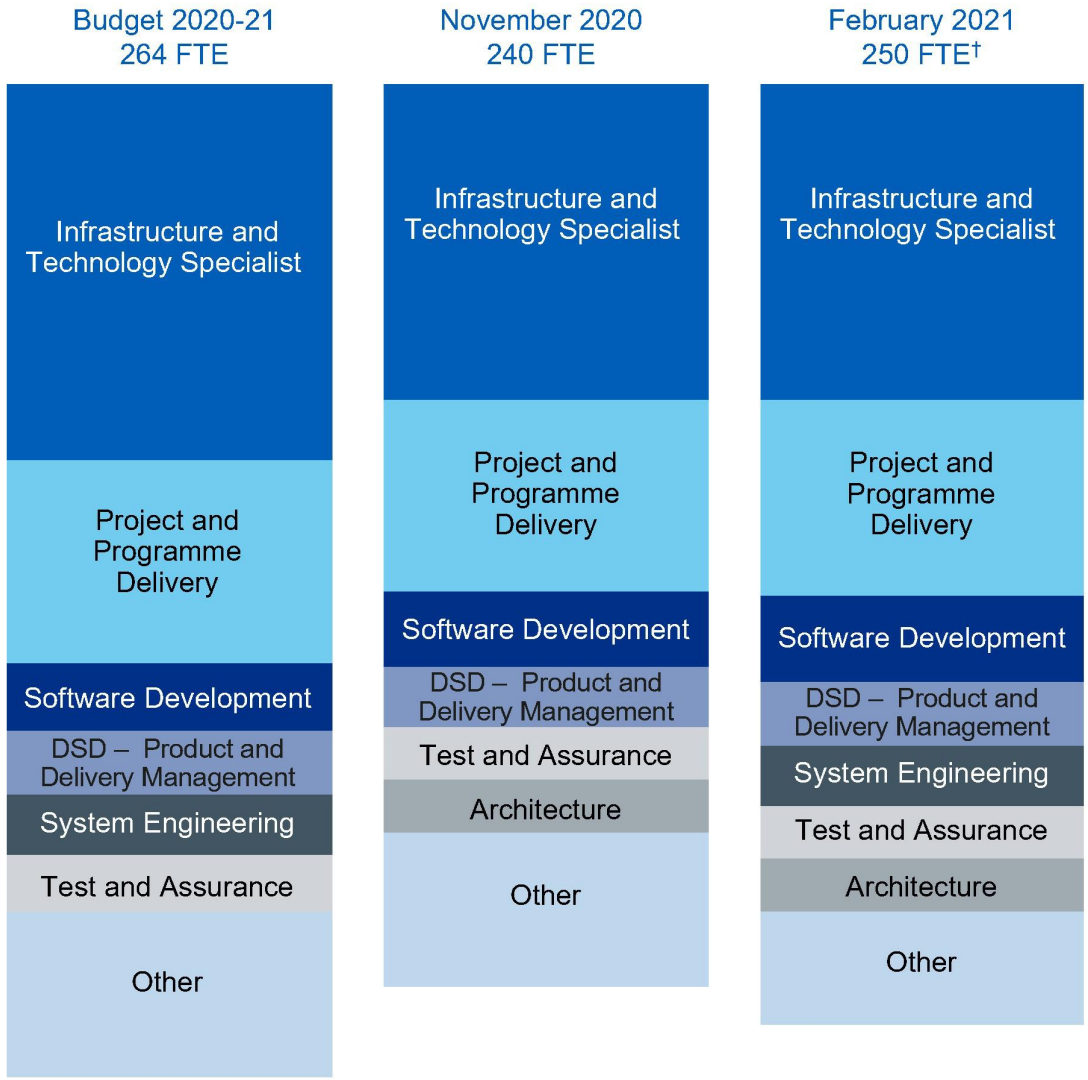
- public cloud infrastructure services
- contemporary technology operations
- authentication
- software defined networking
- zero trust networking security
- highly available distributed systems

Collaboration Services

- Azure, O365 development
- Directory Services
- user research
- desktop engineering

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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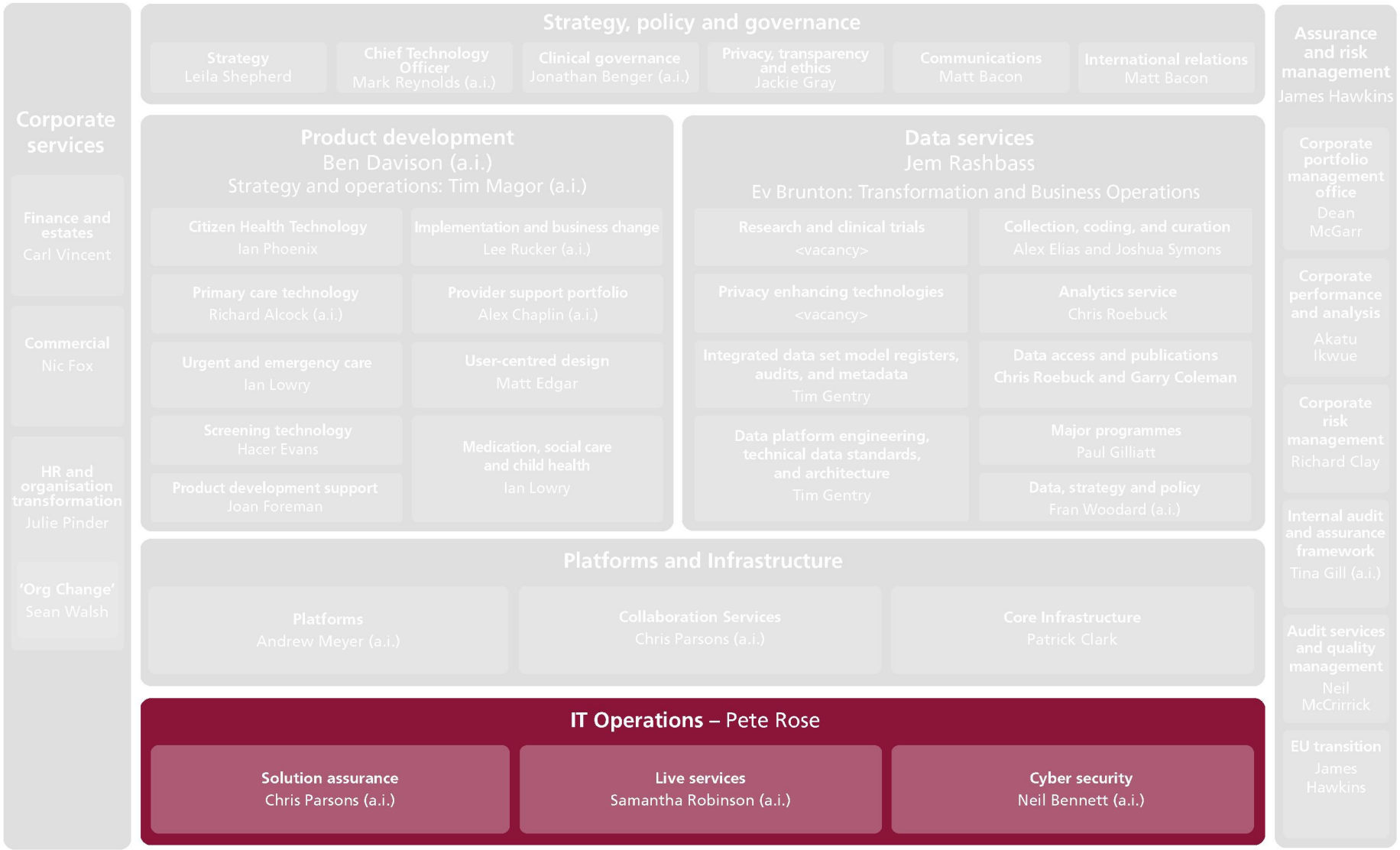
IT operations

Managing Director: Pete Rose

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

Organisation Map – IT operations



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IT operations

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 the NHSmail service and oversee the management of the Office 365 for NHS licensing agreement
- enable organisations to obtain the public (internet) and private network services they need to successfully adopt and deliver digital 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 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 and citizens.

Products and services

Service management — **Lead: Fraser Fearn and Sally Bogg**

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

Service operations — **Lead: Rob Marsh**

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.

Corporate Sustainability — **Lead: Ben Tongue**

Develop and implement our sustainability plan, promote sustainable technology, embed climate resilience risk and oversee sustainability engagement and reporting.

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 a number of NHS Trusts.

Cyber security

Chief Information Security Officer: 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

Delivery and Innovation — Lead: Toby Griffiths

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. Delivery and Innovation 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

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

We also have a team of regional cyber security leads who provide expert security advice and guidance to NHS organisations across England.

Security services management — Lead: Alan Morton

Ensuring the effective and efficient assurance, transition, ownership and scalable delivery of Data Security services aligned to demand to meet the requirements of external stakeholders.

Services include Data Security and Protection Toolkit and the Cyber Security Support Model.

Cyber security (continued)

Chief Information Security Officer: 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.

Cyber Strategy — **Lead: Clive Star**

Defines the security strategy across the remit of the Data Security Centre. Sets security standards, designs and patterns as well as ensuring there is security design governance in place.

The team also provides expert specialist security consultancy and assurance internally and externally.

Security Governance, Risk and Compliance — **Lead: <Vacancy>**

The security governance, risk & compliance team will ensure security policies are robust, appropriate, implemented and aligned fully to business risk.

The team will ensure governance and controls are in place to protect all our information technology and systems, aligned to industry standards.

Solution assurance

Chris Parsons (a.i.)

Solution Assurance has evolved to support an increased focus on interoperability of existing and new systems. 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**

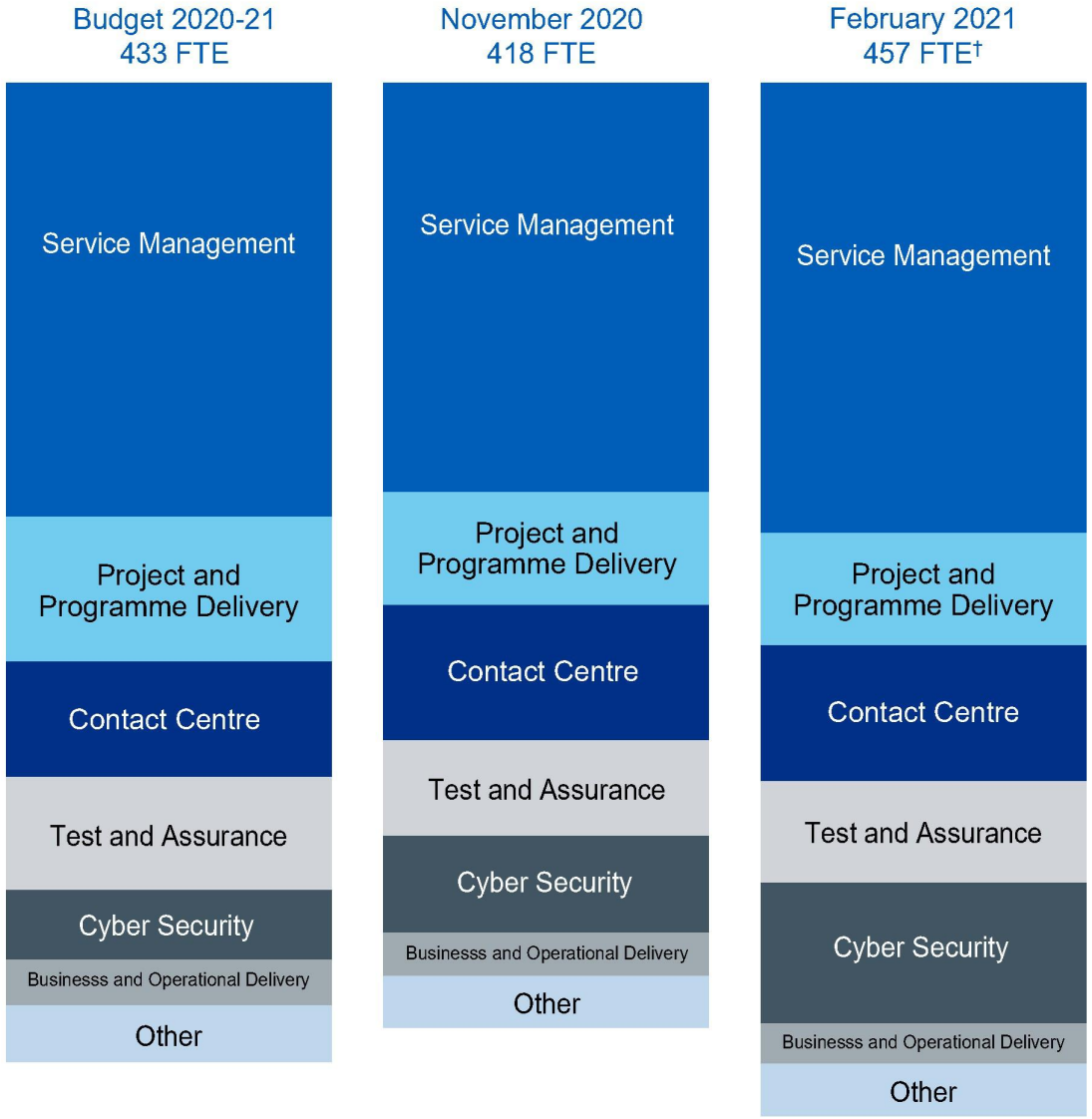
Responsible for technical assurance of national and connecting systems from their inception through to live operations, including targeted support of changes to live systems. The services offered are flexible, risk based and delivered collaboratively with programmes and suppliers. Also provide tools 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
- systems management tooling

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



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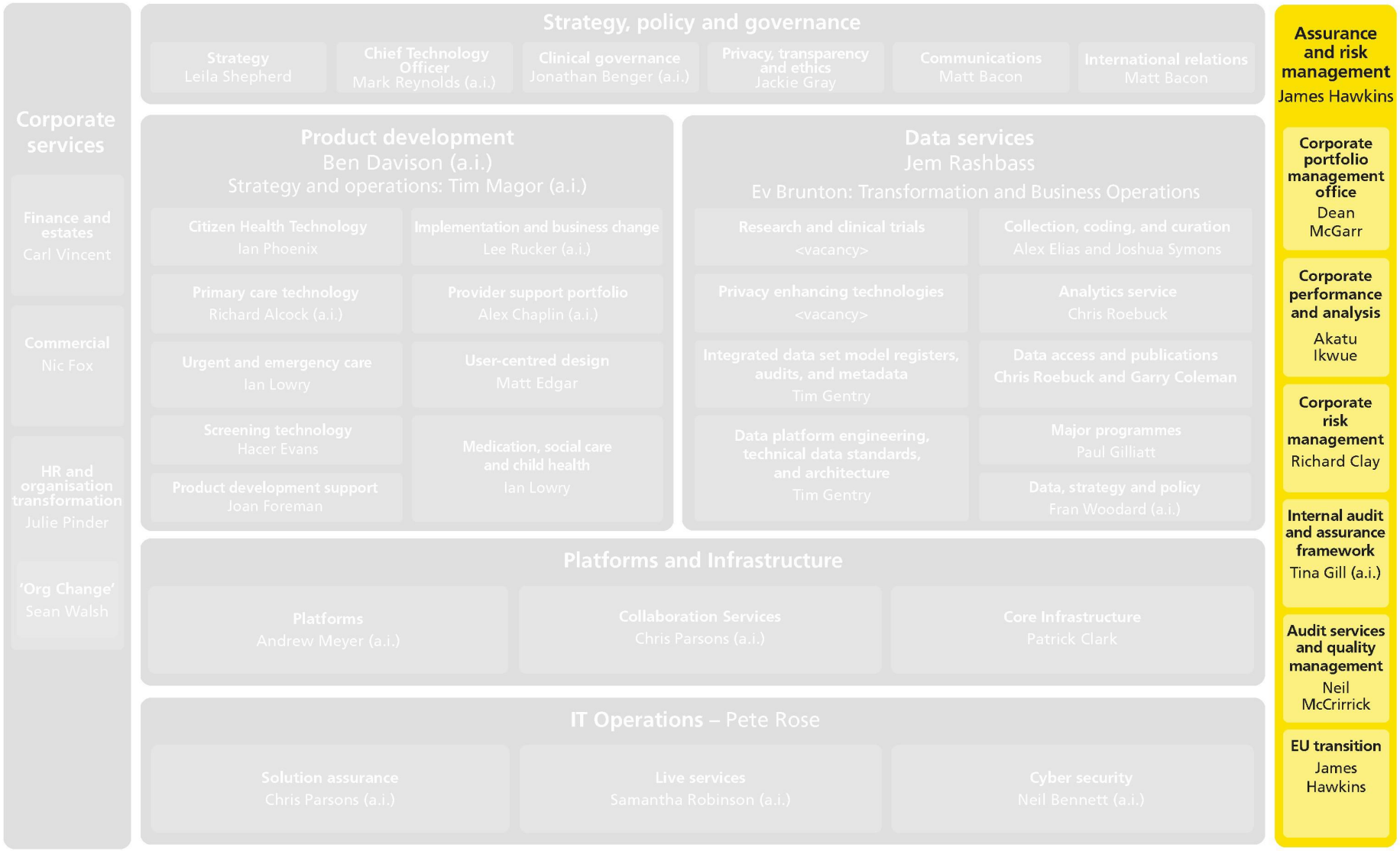
Assurance and risk management

Director: James Hawkins

- **Corporate portfolio management office**
  Dean McGarr
- **Corporate performance and analysis**
  Akatu Ikwue
- **Corporate risk management**
  Richard Clay
- **Internal audit and assurance framework**
  Tina Gill (a.i.)
- **Audit services and quality management**
  Neil McCrirrick
- **EU transition**
  James Hawkins

Organisation Map – Assurance and risk management



Assurance and risk management

Our vision

To provide assurance to our Board 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 provide independent assurance that appropriate controls are in place, and that delivery risks are appropriately managed, within our risk appetite
- 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: Richard Clay

To ensure delivery risks are appropriately identified and managed within our risk appetite using risk management standards, systems and processes.

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: Richard Clay**

Risk analysis and reporting provides insight into our overall risk exposure, provides effective early warning where we are operating outside of risk appetite and interventions are required.

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, training and maintaining fit for purpose systems.

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Corporate performance and analysis

Head: Akatu Ikwue

Providing performance management, reporting and analytics frameworks and systems to consistently challenge NHS Digital's performance and ensure we achieve our organisational goals and objectives.

Products and services

Performance management **Lead: Akatu Ikwue**

Working with key stakeholders to define, manage, report on and consistently drive organisational performance using established frameworks and insight obtained from performance metrics.

Management, production and optimisation of the Performance Packs for the Executive Management Team, the Board of Directors and the general public.

Operational analytics and insight **Lead: Nichola Rushforth**

Generation of operational insight using data across the organisation to identify data-driven opportunities for organisational growth and development, as well as to drive improvements in organisational performance.

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

Business intelligence and management information **Lead: Charles Lumley**

Providing a consolidated view of intelligence to senior stakeholders, supporting decision making within a single hub of business intelligence and insight.

Corporate portfolio management office

Programme Head: Dean McGarr

Provision of portfolio management services to facilitate successful delivery of NHS Digital's programmes and projects.

Products and services

Portfolio standards and investments **Lead: Emma Queenan**

Establishes and maintains portfolio management and investment/ assurance standards, including lifecycle stages and gates for NHS Digital's change programmes.

Portfolio partnering **Lead: Modele Onifade**

Delivers portfolio management expertise and services by sharing knowledge through engagement, insight and analysis as well as providing second line assurance.

Portfolio reporting and analytics **Lead: Julie Griffiths-Burdon**

Delivers an organisation and system-wide portfolio reporting and analysis service, with associated advice and guidance.

Audit services and quality management

Head: Neil McCrirrick

Provision of independent audit and assurance of products, programmes, services and systems to ensure they are fit for purpose and operating effectively.

Products and services

Medical device regulation **Lead: Neil McCrirrick**

Lead programme of change to assure that relevant products and services adhere to the appropriate medical device regulation.

Specialist Audit **Lead: Carole Sheard**

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

- 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

Quality Management Systems **Lead: Carole Sheard**

Provides internal audit services to teams on certification to one or more international standards: ISO 9001, ISO 27001, ISO 20000 and ISO13485.

Internal audit and assurance framework

Head: Tina Gill (a.i.)

Delivery of the Internal Audit plan which includes coverage of corporate governance, risk management and internal control. Leading on the organisation's control and assurance framework. Providing an independent view and confidence opinion to our Executive Management Team (EMT) and Audit and Risk Committee (ARC).

Products and services

Internal Audit **Lead: Louise Jensen**

Ensuring the Internal Audit Plan is delivered to time, cost and quality reporting monthly on progress and highlighting any risks. The Internal Audit service is provided by the Government Internal Audit Agency.

Assurance Framework **Lead: Claire Bastow and Sarah Perry**

Working collaboratively with each directorate to update and maintain their assurance framework to focus on key objectives, deliverables and areas of risk. Ensuring our organisation's controls work as intended.

EU transition

Director: James Hawkins

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: Mo Uddin**

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: Mo Uddin**

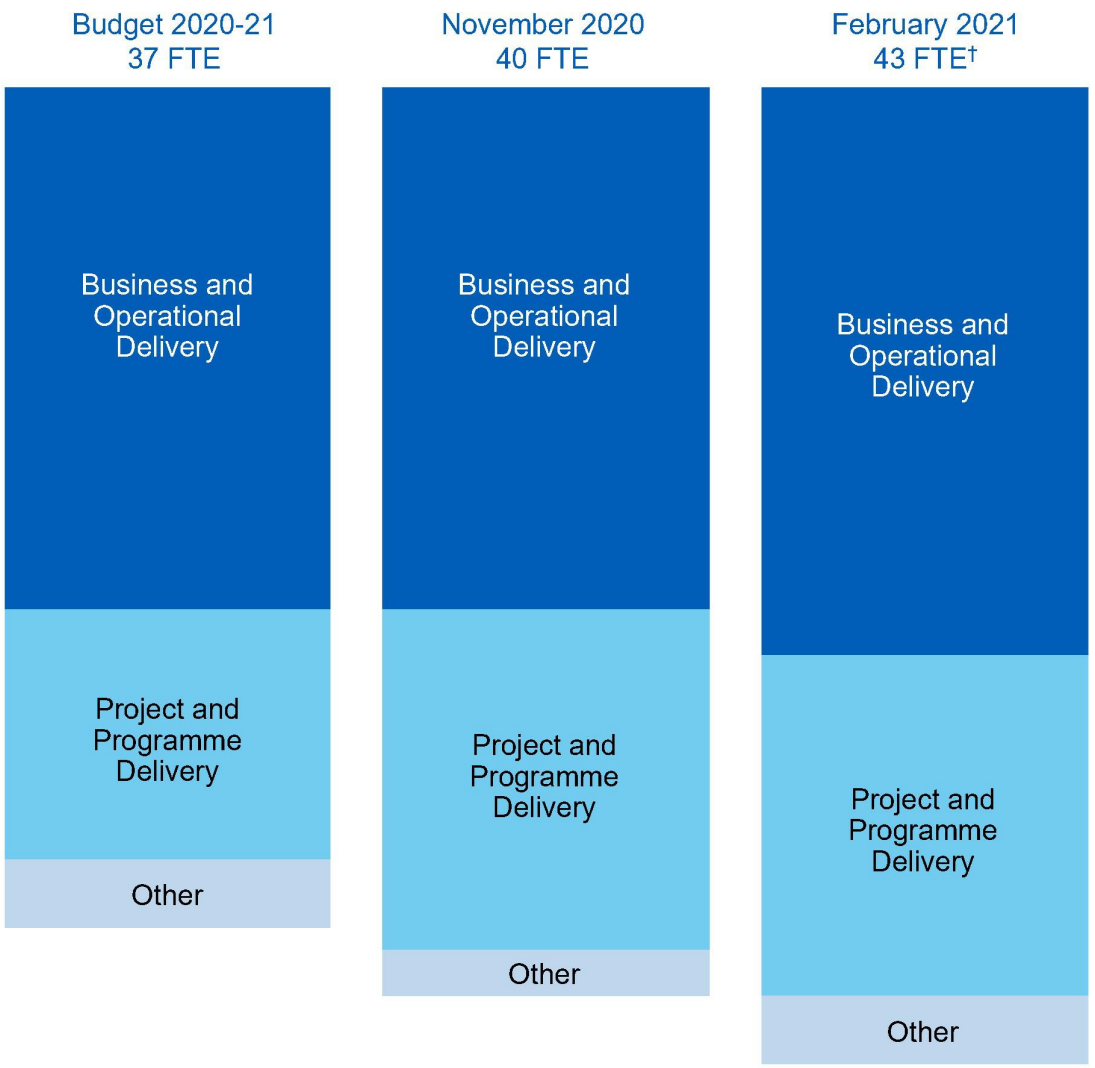
Maintenance and mitigation of the key risks and opportunities for NHS Digital as a result of the withdrawal of the United Kingdom from the European Union.

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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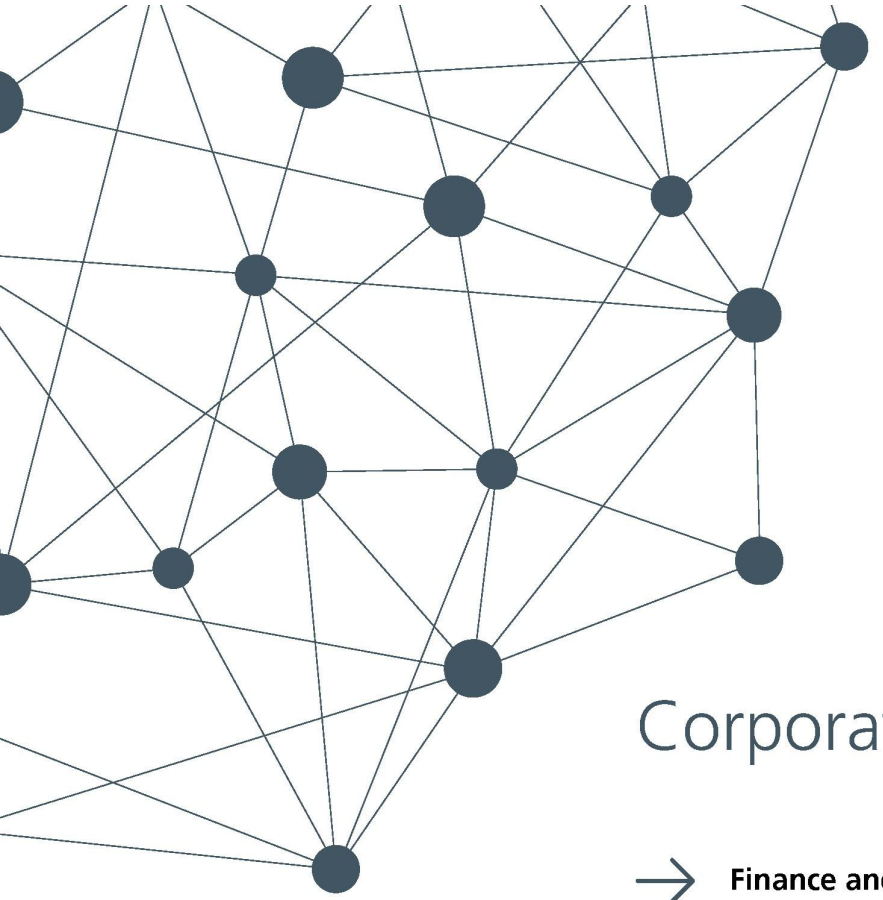

Corporate services

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

Organisation Map – Corporate services

Corporate services

Finance and estates
Carl Vincent

Commercial
Nic Fox

HR and organisation transformation
Julie Pinder

'Org Change'
Sean Walsh

Strategy, policy and governance

Strategy Leila Shepherd	**Chief Technology Officer** Mark Reynolds (a.i.)	**Clinical governance** Jonathan Benger (a.i.)	**Privacy, transparency and ethics** Jackie Gray	**Communications** Matt Bacon	**International relations** Matt Bacon

Product development
Ben Davison (a.i.)
Strategy and operations: Tim Magor (a.i.)

Citizen Health Technology Ian Phoenix	**Implementation and business change** Lee Rucker (a.i.)
Primary care technology Richard Alcock (a.i.)	**Provider support portfolio** Alex Chaplin (a.i.)
Urgent and emergency care Ian Lowry	**User-centred design** Matt Edgar
Screening technology Hacer Evans	**Medication, social care and child health** Ian Lowry
Product development support Joan Foreman	

Data services
Jem Rashbass
Ev Brunton: Transformation and Business Operations

Research and clinical trials <vacancy>	**Collection, coding, and curation** Alex Elias and Joshua Symons
Privacy enhancing technologies <vacancy>	**Analytics service** Chris Roebuck
Integrated data set model registers, audits, and metadata Tim Gentry	**Data access and publications** Chris Roebuck and Garry Coleman
Data platform engineering, technical data standards, and architecture Tim Gentry	**Major programmes** Paul Gilliatt
	Data, strategy and policy Fran Woodard (a.i.)

Platforms and Infrastructure

Platforms Andrew Meyer (a.i.)	**Collaboration Services** Chris Parsons (a.i.)	**Core Infrastructure** Patrick Clark

IT Operations – Pete Rose

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

Assurance and risk management
James Hawkins

Corporate portfolio management office
Dean McGarr

Corporate performance and analysis
Akatu Ikwue

Corporate risk management
Richard Clay

Internal audit and assurance framework
Tina Gill (a.i.)

Audit services and quality management
Neil McCrirrick

EU transition
James Hawkins

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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 property estate and provide a range of other specialist and operational services to the organisation, including Health and Safety.

Products and services

Financial control, operations, systems management and financial planning and analysis — **Lead: Pete Thomas, Mike McEvoy, Duncan Boud 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 Property Estate and providing services across the organisation (office and remote working) including Health & Safety and Business Services. Facilitating our move to the new Leeds HUB in 2021.

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 and accountability. Delivering the role of Board Secretariat.

Central administration and business improvement — **Lead: Victoria McConachie**

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

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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 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 procurement activity for goods and services.

Commercial operations — **Lead: Andy Clewes**

Ensure compliant commercial practice, process efficiency, robust controls and effective market intelligence.

Contract management — **Lead: Robert McMillan**

Fulfil NHS Digital's role in supporting cross-system commercial capability, planning and performance, implementing robust contract management and supplier relationship management.

Legal — **Lead: Hazel Randall**

Legal advice and support to the organisation.

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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 and Centres of Expertise — **Lead: Sonia Bewley**

Develop and implement 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.

Organisation Change — **Lead: Sean Walsh**

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

Strategic 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

† Exact full-time equivalent (FTE) subject to change in line with business need and includes permanent staff and staff under a fixed term contract. The current and February 2021 forecast includes temporary additions and movements of staff to address current Covid priorities.

NHS Digital

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Information and technology
for better health and care