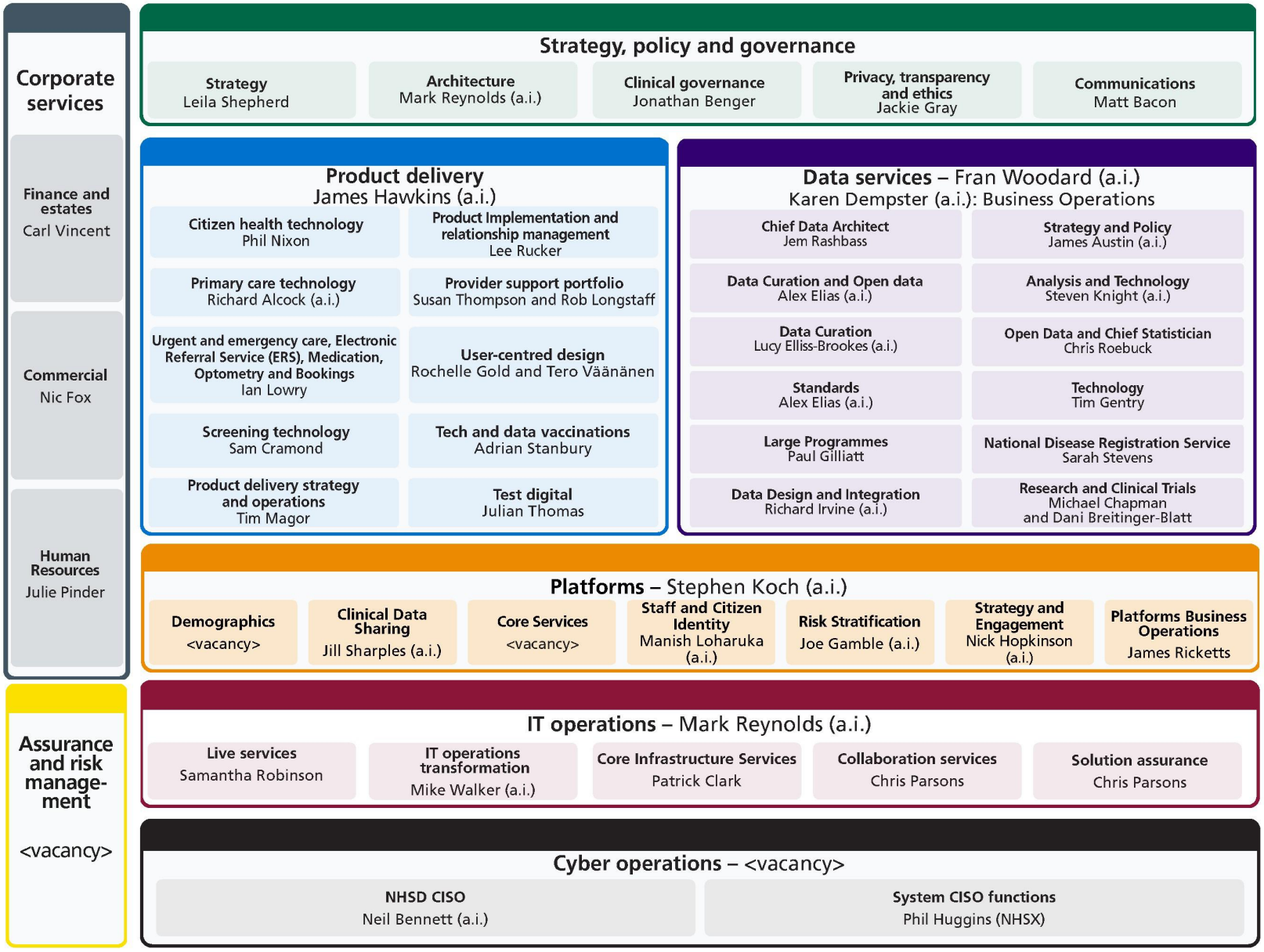
NHS Digital

OrgBook

December 2021 | Version 3

INQ000083076_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 delivery
Designs and delivers new products and services commissioned by NHSX, NHS England, NHS Improvement, National Institute for Health Protection 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
Provides the core platforms that underpin the products and data services which we deliver within NHSD and are also made accessible to regional and local service developers. These include demographic registers, identity services (citizen identity and NHS workforce identity), messaging platforms for prescriptions and referrals, cohort identification platforms, booking platforms and core infrastructure to support messaging and API-oriented services.

IT operations
Provides a broad set of services to enable optimisation, monitoring, control and auto-heal of all live systems and services that we operate for the health and care system, to ensure their reliable, performant and secure operation. Provides services to enable effective use of Cloud and private hosting arrangements, to NHSD standards. Provides network services for NHS WAN ('HSCN'). Provides workplace collaboration tools, particularly mail and video conferencing, for national use.

Cyber operations
Provides, cyber security solutions, both preventative and response, for the 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 and estates, 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.

Our directors

	Substantive	Ad interim
Managing Directors		Simon Bolton
Executive Directors	Jackie Gray Carl Vincent	**Non permanent** Stephen Koch Fran Woodard Mark Reynolds **On Temporary Promotion** James Hawkins
Directors	Matt Bacon Michael Chapman Nic Fox Ian Lowry Julie Pinder Leila Shepherd Phil Nixon **Secondment out** Tom Denwood	**Non permanent** Rich Alcock James Austin Steven Knight Jem Rashbass Adrian Stanbury Julian Thomas **On interim promotion** Neil Bennett Alex Elias

Our associate directors

Associate Directors

Substantive

Richard Ashcroft
Sonia Bewley
Dani Breitinger-Blatt
Eveline Brunton
Patrick Clark
Richard Clay
Robert Cleary
Garry Coleman
Sam Cramond
Martin Dennys
Shaun Fletcher
Tim Gentry
Ben Gildersleve
Paul Gilliatt
Richard Lawes
Tim Magor
Robert McMillan
Chris Parsons
Hazel Randall
Samantha Robinson
Chris Roebuck
Lee Rucker
Melissa Ruscoe
Marc Silverside
Tom Slater
Sarah Stevens
Pete Thomas
Alison Ward

Ad interim

Non-permanent

Laurence Burgess
Nick Hopkinson

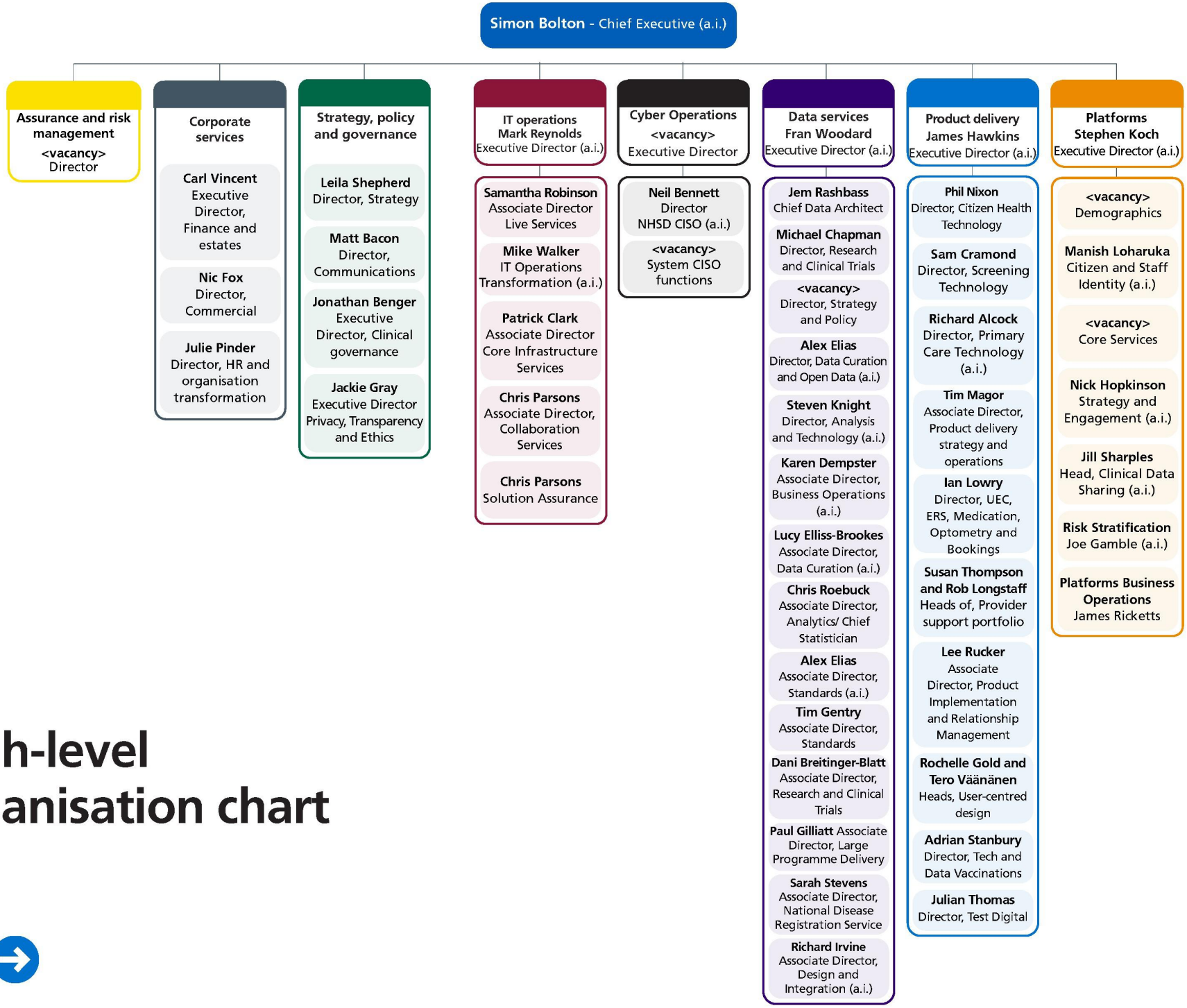
On interim promotion

Karen Dempster
Lucy Elliss-Brookes
Richard Irvine
Mike Walker
Kevin Willis

Our clinical directors

	Substantive	Ad interim
Executive Directors (clinical)	Prof. Jonathan Benger	
Directors (clinical)	Dr Shera Chok	
Associate Directors (clinical)	Dr Arjun Dhillon Dr Greg Edwards Dr Manpreet Pujara Dr Alagu Rajkumar Jo Dickson	

High-level organisation chart



Executive membership of the Board and attendance at Board committees

NHS Digital Board

Chief Executive
Simon Bolton (a.i.)

Chief Financial Officer
Carl Vincent

Chief Medical Officer
Jonathan Benger

Talent, Remuneration and Management Committee (TRaMCo)

Chief People Officer
Julie Pinder

Chief Commercial Officer
Nic Fox

Chief Executive
Simon Bolton (a.i.)

Audit and Risk Committee (ARC)

Chief Risk Officer
James Hawkins

Chief Financial Officer
Carl Vincent

Chief Executive
Simon Bolton (a.i.)

Information and Cyber Security Committee (IACSC)

Executive Director
Jackie Gray

Chief Risk Officer
<vacancy>

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 Executive	Chief Executive
	NHSX	Chief Executive	Chief Executive
	National Institute for Health Protection	Chief Executive	CEO and Executive Director, Data and Analytical Services
	Genomics England	Chief Executive	CEO and Executive Director, Data and Analytical Services
	Care Quality Commission	Chief Executive	CEO and Director, Assurance and Risk Management
	Business Services Authority	Chief Executive	
	Information Commissioner's Office	Chief Executive	Chief Executive and Executive Director of Privacy, Transparency and Ethics
	Local Government Association	Chief Executive	Executive Director, Product Development
	Royal colleges, Academy of Medical Royal Colleges etc.	Senior leaders	Chief Medical Officer
	National Data Guardian	The National Data Guardian	Executive Director of Privacy, Transparency and Ethics
Regional organisations	North West	Chief Executive	Chief Executive
	North East and Yorkshire East of England Midlands	Chief Financial Officer, Chief Commercial Officer, Chief Medical Officer	Chief Financial Officer, Chief Commercial Officer, Chief Medical Officer
	London	Chief Clinical Information Officer, Chief Information Officer	Executive Director, Product delivery
	South West	Chief Information Security Officer	Chief Information Security Officer
	South East	Chief Executive	Chief Executive
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
		Strategy and IT change functions	
Research community	Life science organisations	CEOs and strategy functions, Senior leaders	Chief Executive
	UK research organisations and academia Health Data Research UK	Chief Executive	Executive Director, Data Insight and Statistics Executive Director, Data Insight and Statistics
	Life science organisations	CEOs and strategy functions Senior leaders	Chief Executive

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Strategy, policy and governance

Strategy and planning
Leila Shepherd

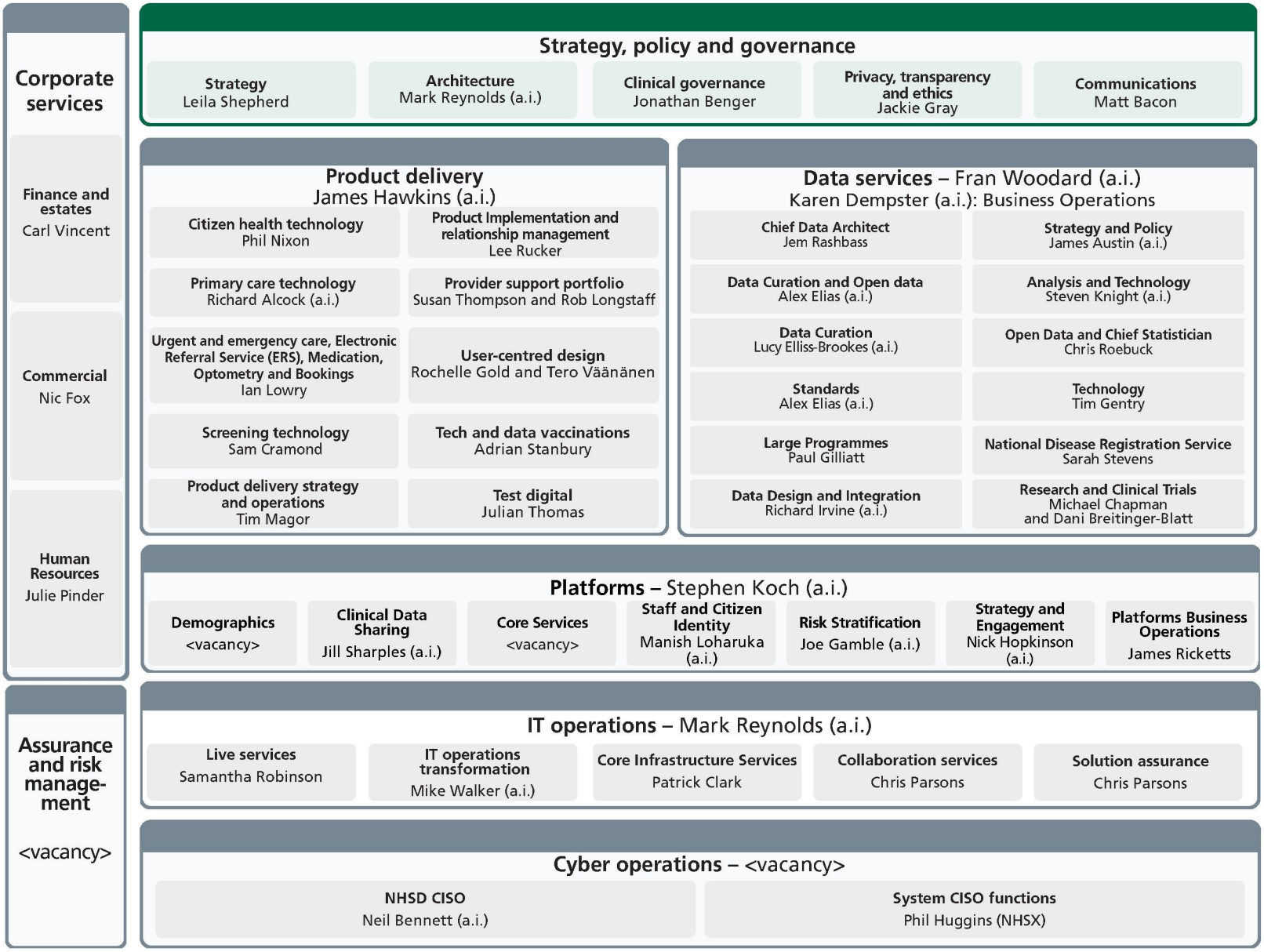
Technology, Policy and Architecture
Mark Reynolds (a.i.)

Clinical governance
Jonathan Benger

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

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Technology Policy and Architecture

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 our company's technological vision, implementing technology strategies, and ensuring that the technological resources are aligned with the NHS Digital's business needs.

These practices also ensure that we take account of the full technology lifecycle from design to operations, support and subsequently decommissioning.

We work closely with product managers and teams, 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 delivery directorate and Collaboration Services function.

Security Architecture **Lead: James Methley**

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: Aidan Davies-Webb**

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.

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Technology Policy and Architecture (continued)

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 our company's technological vision, implementing technology strategies, and ensuring that the technological resources are aligned with the NHS Digital's business needs.

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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**

implementation of the cloud and internet first policies. In conjunction with Infrastructure, the area will be responsible for advisory decisions on workload placement (hosted, private, public cloud), cloud to cloud migrations and ensuring the effective, sustainable use of these services and advanced technologies .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: Bill Swire (a.i.)**

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

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 management delivered within a culture of continuous improvement.

Products and services

Clinical Leadership and governance

Lead: Chief Medical Officer Professor Jonathan Benger
Deputy Chief Medical Officer: Dr Shera Chok

Provides strategic clinical leadership for NHS Digital, clinical oversight for programmes and services and ensure the clinical governance framework is implemented and understood to deliver the safe and 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 within Live Services.

Clinical authoring and Pathways support

Lead: Dr Greg Edwards

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 and clinically effective products and services to end users.

Clinical governance (continued)

Executive Director of Clinical Governance: Jonathan Benger

Products and services

Professional development — **Lead: Dr 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 insights and leadership through Continuous Professional Development and Quality Improvement activities.

Caldicott Guardian — **Lead: Dr Arjun Dhillon**

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

Chief Nurse — **Lead: Jo Dickson**

Provides expert nursing and midwifery clinical informatics advice to the clinical and non-clinical staff across NHS Digital and partner organisations.

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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 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 and operates national systems and services to a high quality of GDPR compliance, with privacy designed into all products and services by default.

The Privacy, Transparency and 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.), Associate Director, DPO**

The Data Protection Officer and their team provide specialist expert data protection and privacy advice and guidance across NHS Digital in areas including:

- potential high risk processing of personal data and advice on DPIAs
- NHS Digital's statutory powers, including directions and statutory requests to collect, analyse, publish and disseminate data, and directions to design and operate IT systems and services
- complex data protection and confidentiality matters
- incident and personal data breach investigations, advice and reporting
- citizen enquiries, including exercise of data protection rights
- data protection audits and spot checks

Members of the team also provide wider system advice and support on the implementation of national data opt-out and work closely with NHSX, NHS England and the Department of Health and Social Care on strategic IG and policy issues.

The DPO Team also has a Compliance function that oversees and provides guidance, advice and support on NHS Digital information governance compliance including:

- records Management
- meeting the requirements of the NHS Digital Data Security and Protection Toolkit (DSPT)
- developing internal information governance policies, guidance and training
- data protection assurance and controls framework

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Privacy, Transparency and Ethics (continued)

Executive Director of Privacy, Transparency and Ethics: Jackie Gray

Partnering and IG Services — **Lead: Associate Director of IG Services (vacancy)**

The Partnering & IG Services Team provide privacy, data protection and confidentiality advice and guidance throughout the product life cycle to NHS Digital Programmes, Products, Platforms, Service Teams and Corporate Services. This includes advice on identifying, managing and mitigating privacy issues and risks as products are designed and developed, advising on and drafting Data Protection Impact Assessment (DPIAs) and Privacy Notices and identifying and advising on controllership and processing arrangements.

The team also provides support for complex data protection issues to Data Services Directorate, including providing advice on new national data collections, on disseminations by the Data Access and Request Service (DARS), to Digitrials and to the National Disease Registration Services Team. The Independent Group Advising on the Release of Data (IGARD) secretariat also form part of the PTE Partnering and IG Services Team.

The Team are heavily involved in COVID-19 Programme work, including supporting internal approvals for the collection, analysis, publication and release of data under the COVID-19 Directions, and working in collaboration with NHSX, NHS England, the Department of Health and Social Care and UKHSA in support of the coordinated COVID-19 response.

The Team also operates an internal IG Helpline Service which provides a single point of contact for Programmes and Service Teams to request IG support and where all work is recorded, allocated and tracked. They also co-ordinate and advise on responses to Freedom of Information Act and Data Subject Access Requests.

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Privacy, Transparency and Ethics (continued)

Executive Director of Privacy, Transparency and Ethics: Jackie Gray

Information Law Team — **Lead: Head of Information Law, Kevin Willis**

The Information Law Team are a team of solicitors, a trainee and paralegals who are experts in Data Protection and Privacy, Freedom of Information, Public Law and the Common Law Duty of Confidence. Working alongside IG professionals, they provide legal advice on a variety of technology, user processes and complex data flows, projects and programmes, working with a range of internal clients on the mitigation of privacy risks and how to use and share data lawfully and appropriately.

Legal Team — **Lead: Associate Director of Legal Services, Hazel Randall**

The Legal Team are a team of solicitors and paralegals responsible for providing general legal advice to NHS Digital Programmes, Products, Platforms, Service Teams and Corporate Services with most work being commercial and procurement legal advice, drafting, reviewing and negotiating commercial contracts and advising on supplier connectivity arrangements. They advise on Medical Devices regulation, NHS Digitals statutory functions, new legislation, health and safety, intellectual property and property matters. They also advise on and support any legal claims and litigation.

PTE Business Operations and Directorate Support Team — **Lead: Chief of Staff, Lesley Tillotson**

The Business Operations Team is responsible for the day-to-day business management of the PTE sub-directorate, including finance, recruitment, project management, operation of the IG Helpline Service and reporting. The Directorate Support Team (DST) provides similar business management support to the other Sub-Directorates across SP&G.

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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: Shavaun Glen (Data Services), Paul Butler (Product Delivery), Heather Thomas (Platforms and Infrastructure) and Andy Kirby (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**

DevOps and digital experience curation across digital channels. A focus on meeting NHS Digital's statutory remit and promoting our data, services and infrastructure.

Strategic engagement and internal communications — **Lead: Jo Bland**

The strategic engagement and internal communications function is responsible for equipping our people with the organisational knowledge they need to work effectively and giving external stakeholders information to understand and support digital transformation in the UK and through global UK Government healthcare initiatives.

Media and campaigns — **Lead: Laura Mitchell**

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.

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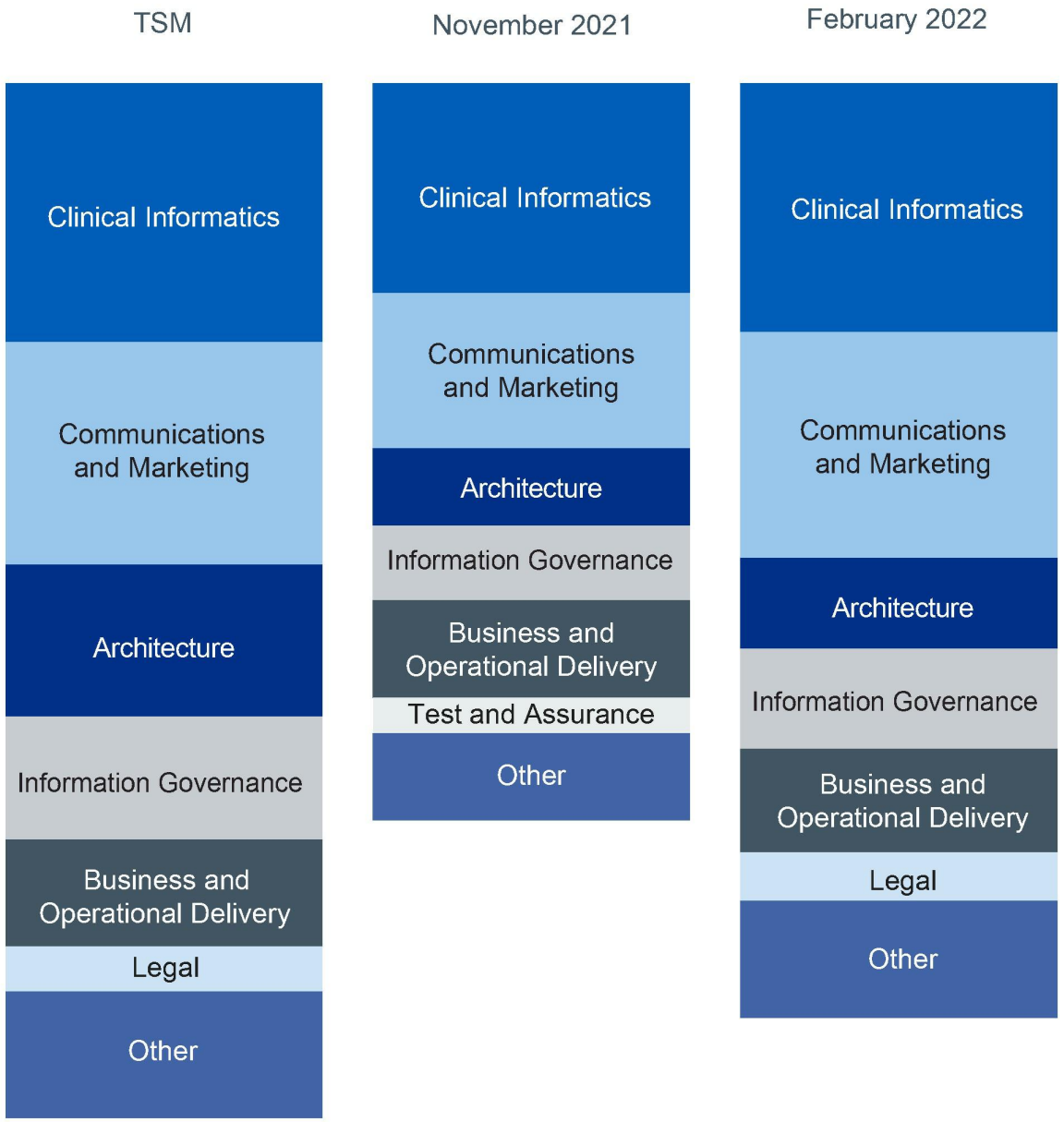
Skills fit for the future

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



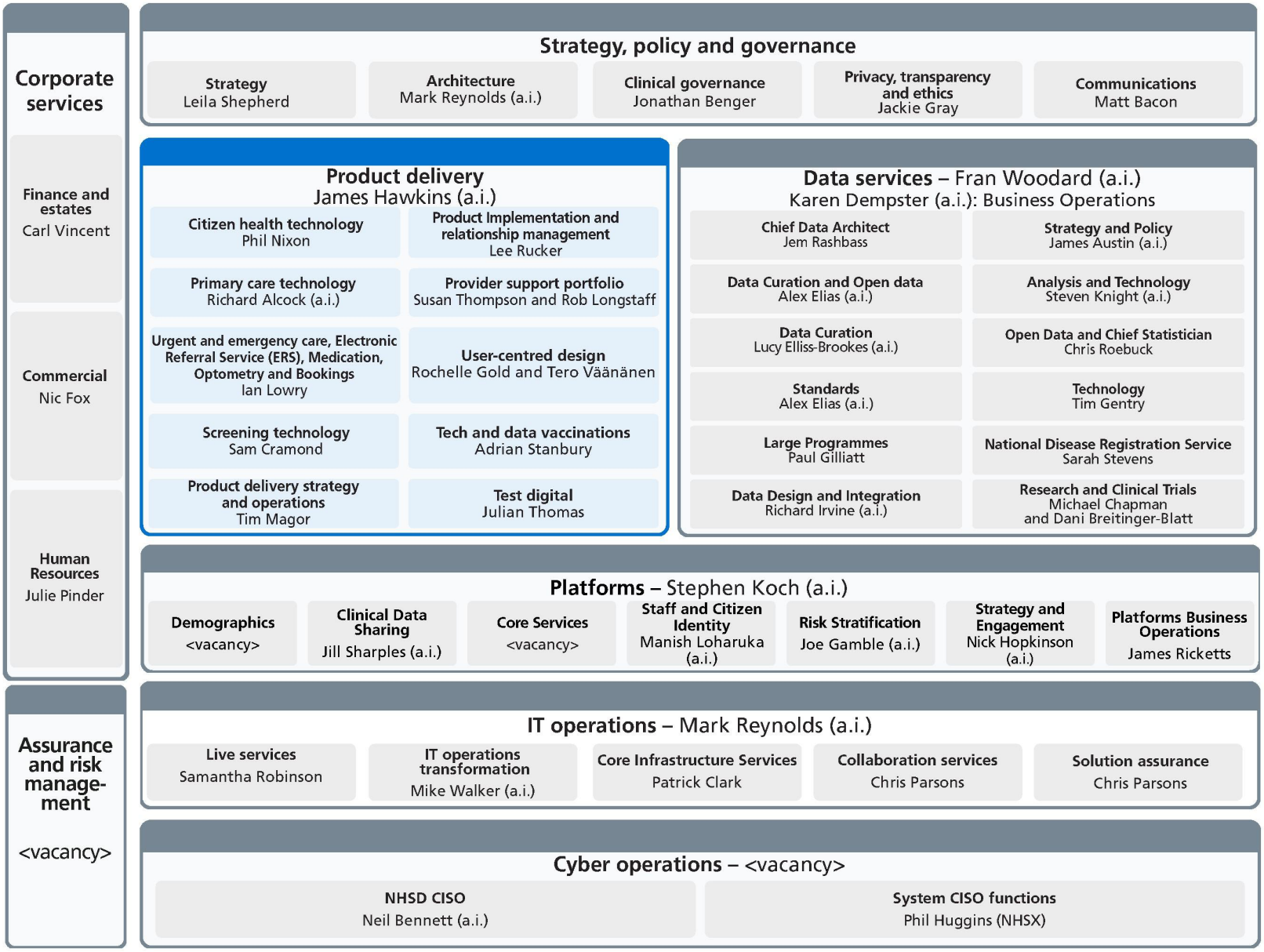
The charts reflect indicative proportions based on the TSM and forecasts which are subject to revision in line with business need. Proportions are as of 1st November 2021.

Product delivery

Executive Director: James Hawkins (a.i.)

- **Citizen health technology**
  Phil Nixon
- **Primary care technology**
  Richard Alcock (a.i.)
- **Urgent and emergency care, Electronic Referral Service (ERS), Medication, Optometry and Bookings**
  Ian Lowry
- **Screening technology**
  <vacancy>
- **Implementation and Business Change**
  Lee Rucker
- **User-centred design**
  Rochelle Gold and Tero Väänänen
- **Provider support portfolio**
  Susan Thompson and Rob Longstaff
- **Product delivery strategy and operations**
  Tim Magor
- **Test Digital**
  Julian Thomas
- **Tech and Data Vaccinations**
  Adrian Stanbury

Organisation map – Product delivery



Product delivery

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: Phil Nixon

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.

COVID Pass **Lead: Susie Day**

To help meet the UK Government's requirement to make available a COVID Pass service, primarily to English patients, the NHSD COVID Pass programme is delivering both a digital and non digital journey to enable users to receive a Domestic or Travel COVID Pass, or if appropriate, to enable the process for users to receive a Medical Exemption.

Primary care technology

Director: Richard Alcock (a.i.)

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

Products and services

GP IT Futures — **Lead: Vacancy**

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 operational services — **Lead: Justine Brightwell**

Our GP operational services team manages all operational support for clinical IT in general practice.

Direct Care APIs — **Lead: Audra Stringer**

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

GP data — **Lead: Eva Simmonds**

The GP data portfolio includes delivery of the GP Data for Planning and Research and other GP data initiatives to provide a standard GP data set that will improve the information and insight underpinning research and planning across the NHS.

Primary care support — **Lead: Darrin Dexter (a.i)**

The primary care support programme is delivering new functionality to support primary care operations in England. This includes delivering new NHS Spine demographic reporting services and primary care registration management function as well as decommissioning the legacy NHAIS and Open Exeter services.

GP IT COVID-19 Vaccination — **Lead: Vacancy**

GP IT COVID-19 vaccination programme sits alongside the wider COVID-19 Vaccination programme to deliver general practice-centric IT solutions to support of GP-administered vaccination, appointment management and point of care data capture.

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Urgent and Emergency care, Electronic Referral Service (ERS), Medication, Optometry and Bookings

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: Mangala Harini Thiurugnanam**
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: Mangala Harini Thirugnanam**
Enabling healthcare professionals to access service information found in the directory of services.

Profile updater — **Lead: Mangala Harini Thirugnanam**
Enabling service providers to update their service information in the directory of services, to ensure that it is always up-to-date.

Repeat Caller Service — **Lead: Debbie Floyd**
The repeat caller service is a national service and a core part of the integrated urgent care national architecture. It acts as an audit for the NHS 111 service, monitoring users who have processed through the service 3 times or more in a 96 hour period.

Urgent and Emergency care, Electronic Referral Service (ERS), Medication, Optometry and Bookings

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

Interoperable Medicines — **Lead: Fintan Grant**

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

NHS Bookings and referrals — **Lead: Adnan Riaz**

NHS Booking and Referral APIs will be used to connect services so that a user can be booked a slot and have their triage information shared at the point of care. The team are focusing initially on the 111-ED use case as a follow-on from the NHS 111 First work that was delivered last year.

Digital referrals and consultations — **Lead: Liz Butcher**

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

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

Associate Director: Sam Cramond

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

Interim Cervical Screening Programme — **Head: Peter Dyke**

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

Strategic Programme — **Head: Ben Gildersleve**

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

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: Hayley Sims**

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.

Product Implementation and Relationship Management

Associate Director: Lee Rucker

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: <vacancy>

Provides user-centred design and design leadership across product delivery 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.

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Provider support portfolio

Associate Director: Sue Thompson and Rob Longstaff

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

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Product delivery Strategy and Operations

Lead: Tim Magor

Delivery of the Product Delivery strategy, directorate business operations and hosting of the Benefits Management team.

Products and services

Engineering — **Lead: Andrew Blundell**

Leads strategy and engineering best practice in Product Delivery and beyond.

Directorate Support Team — **Lead: Duncan Graham**

The business management function for Product Delivery, covering resourcing, recruitment and business management support.

Workforce and Organisational Development — **Lead: Jim Monk**

Provides workforce and organizational development expertise for Product Delivery.

Benefits — **Lead:Paul Stapleton**

Provides Benefits management expertise and related activities to NHS Digital.

Product Management — **Lead: Vacancy**

Provides product management support for teams within the product delivery directorate.

Test Digital

Test Digital and Technology Director: Julian Thomas

The Department of Health and Social Care (DHSC) commissioned NHS Digital to be the technology delivery lead for testing. Test Digital (NHS Digital) is a core team reporting directly into the NHS Test and Trace Chief Information Officer (CIO) function, in the NHS Test and Trace portfolio. Test Digital is responsible for the digital elements of the testing service.

Purposes:

- the public-facing GOV.UK websites for obtaining, registering, and reporting tests
- admin tools that support the 119 contact centre activities;
- professional tools that support test site operations and tracking of test samples
- tools that support service evaluations (how well a test performs);
- the ordering platform for organisations / institutions to order tests (Salesforce)
- systems that process test registrations and results, sending notifications to users, and storing the testing data to be forwarded on.

Tech and Data Vaccinations

Director: Adrian Stanbury

NHS Digital are managing the Tech and Data workstream as part of the wider NHSE/I Covid-19 Vaccinations Deployment Programme across for 1st & 2nd Dose vaccinations to Cohorts 1-12, Autumn Winter 21/22 Covid and Flu Services and a Strategic Service design for provision of Vaccines post Autumn Winter 2021/22.

Purposes:

- technical and architectural oversite for all associated systems and services to ensure a coherent and consistent flow of data through process from point of booking to vaccination event and then into the patient record
- ensure existing and new services under this work package are clinically safe and do not increase risk or harm to patient
- supplier Management for all third-party products required to deliver the Vaccines Service
- management of new site set up, including user account creation, calendar set up, user training, issue resolution and exception reporting.

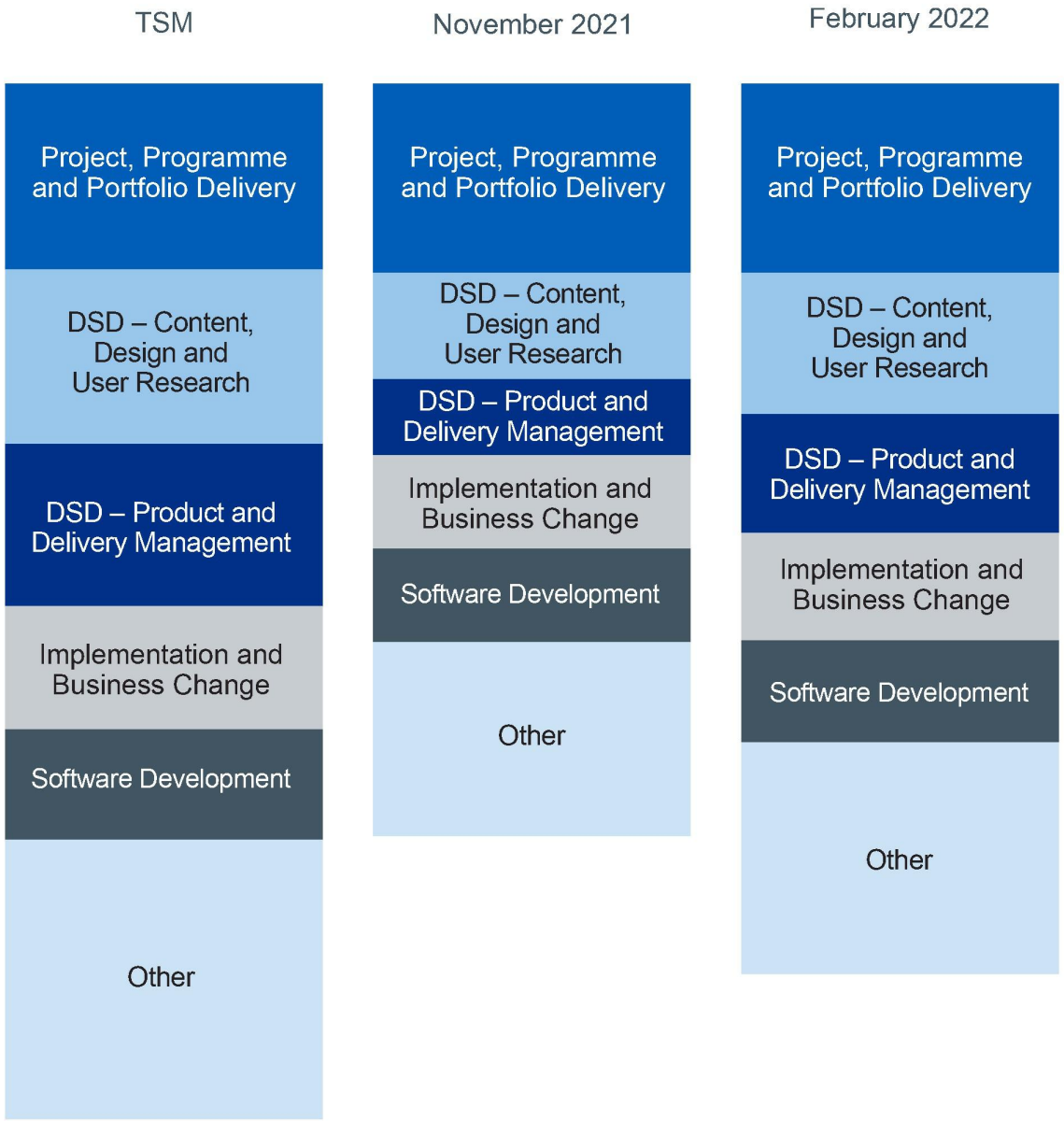
Skills fit for the future

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.



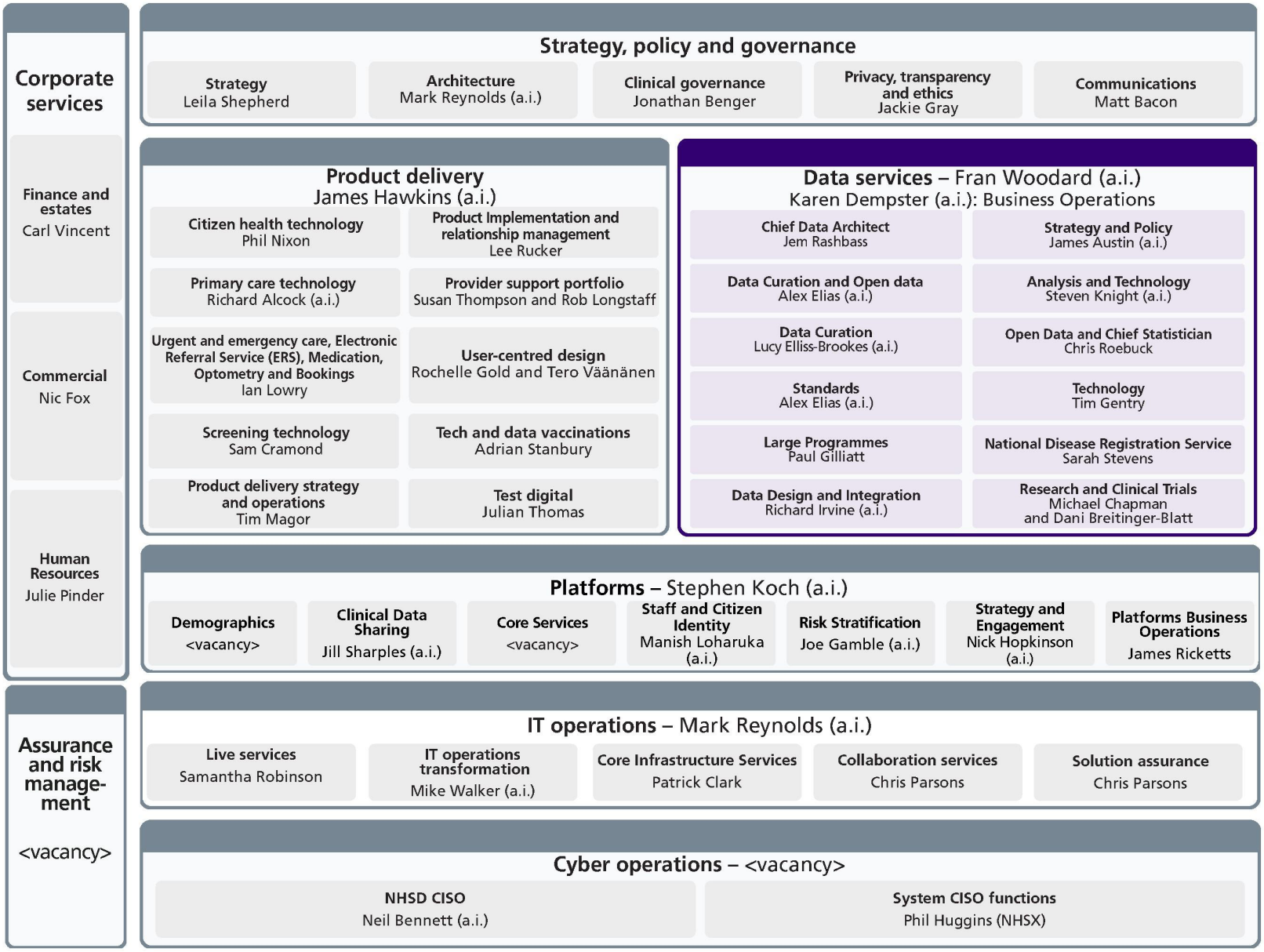
The charts reflect indicative proportions based on the TSM and forecasts which are subject to revision in line with business need. Proportions are as of 1st November 2021.

Data services

Executive Director: Fran Woodard (a.i.)
Business Operations: Karen Dempster (a.i.)

- **Chief Data Architect**
  Jem Rashbass
- **Data Strategy and Policy**
  James Austin (a.i.)
- **Research and clinical trials**
  Michael Chapman and
  Dani Breitinger-Blatt
- **Analysis and Technology**
  Steven Knight (a.i.)
- **Data Curation and open data**
  Alex Elias (a.i.)
- **Data Design and Integration**
  Richard Irvine (a.i.)
- **National Disease Registration Service**
  Sarah Stevens
- **Open Data and Chief Statistician**
  Chris Roebuck
- **Large Programme Delivery**
  Paul Gilliatt
- **Technology**
  Tim Gentry
- **Standards**
  Alex Elias (a.i.)
- **Data Curation**
  Lucy Elliss-Brookes (a.i.)

Organisation map – Data services



Data services

Our vision

A health and social care system making the best use of all its data to provide better care outcomes, more efficient services and more impactful research, while promoting the privacy and confidentiality of our citizens.
To make this vision a reality, we want to become the data provider of choice for health and social care in England

Our purpose

To deliver:

- data services for health and social care providers, national entities, life science industry and citizens
- value-creating linked data and insight services, increasing health and social care quality, at a reduced cost, contributing to a thriving life science sector and enabling better policy making
- a harmonised end-to-end approach to data within NHS Digital spanning collection, extraction and curation, promoting data security, privacy and regulations
- accessibility of data that safely empowers the health and care ecosystem and citizens

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Data services

Executive Director: Fran Woodard (a.i.)

Data Services aims to provide a timely harmonised end-to-end approach to data within NHS Digital spanning collection, extraction and curation, promoting data security, privacy and regulations.
It comprises:

- Strategy and Policy
- Data Curation and Open Data
- Standards
- Analysis and Technology
- Research and Clinical Trials
- Large Programmes
- National Disease Registration Service

Products and services

Chief Data Architect **Lead: Jem Rashbass**

Leading the transfer of the National Disease Registration from Public Health England to NHSD and data processes and architecture to deliver national healthcare data curation.

Strategy and Policy **Lead: James Austin (a.i.)**

Driving 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. Developing and leading the key strategic partnerships with a wide range of stakeholders enabling the effective delivery of a customer centred strategy.

Data Curation and Open Data **Lead: Alex Elias (a.i.)**

Data Curation **Lead: Lucy Elliss-Brookes (a.i.)**

Ensuring we receive high quality timely data for analysis and reporting to enable quality care provision and enable customers to inform national policy and local commissioning, with minimum burden on our data providers.

Optimising Data Quality from the point of collection and throughout organisation-wide data use, and; enabling data to be linked at patient level for longitudinal applications.

Maintaining Partnerships with domain experts and professional bodies for insight into raw clinical data streams, and applying automated systems to support curation experts to facilitate scalable data quality.

Open Data and Chief Statistician **Lead: Chris Roebuck**

Improving transparency in health and care data and ensuring our data and information is publicly available in the form of statistical publications, indicators and other outputs.

Promoting broader use of Open Data by releasing existing data in timely, accessible, shareable, and innovative formats.

Supporting access to publicly-available information so that anyone can inform and improve patient outcomes.

Data services (continued)

Executive Director: Fran Woodard (a.i.)

Products and services

Data Design and Integration **Lead: Richard Irvine (a.i.)**

Ensuring that through the live information flows we receive high quality timely data; improving the quality of data at submission and supporting analysis and reporting to enable quality care provision for all live (BAU) flows.

Consulting on, agreeing and assuring well-defined datasets and collections that are currently being curated or will be curated.

Developing extractions of data from source, delivering complete, consistent and accurate data, and mapping to logical, coded and appropriate data models.

Standards **Lead: Alex Elias (a.i.)**

Ensuring health and care service providers can be accurately identified.

Maintaining and developing standardised codes, reflecting existing and transforming services, to identify who and where clinical services are provided and commissioned.

Developing and maintaining the application and governance of standards required to process use data to enable service delivery, including the curation of terminology and reference data; Information Standards for data onboarding, and; Clinical standards for code ontology.

Analysis and Technology **Lead: Steven Knight (a.i.)**

Delivering the Directorate's Analytics Insights service, and developing an Advanced Analytics function to develop expertise in a range of analytical approaches and techniques. Development of a technology function that will provide industry leading platforms and tools that critically underpin all the services we offer.

Technology **Lead: Tim Gentry**

Developing and maintaining the systems, infrastructure and technical functionality to enable service delivery, including the secure management and development of systems that provide data into our services, teams and partners.

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Data services (continued)

Executive Director: Fran Woodard (a.i.)

Research and Clinical Trials **Lead: Michael Chapman (Director)**

Delivering the research agenda, clinical trials programmes and contributing to the development and delivery of NHS Digital's three-year data and research vision and strategy.

Developing strategic relationships with key stakeholders, including academia, research funders, industry, research participants, and other interest groups

Research and Clinical Trials **Lead: Dani Breitinger-Blatt**

Delivering major data programmes across the directorate, including managing the COVID-19 data programme portfolio, the value of data work in collaboration with NHSX and Office of Life Sciences and the programme management of Digi-trails.

National Disease Registration Service **Lead: Sarah Stevens**

NDRS collects data on patients with cancer, congenital anomalies, and rare diseases. This data is used by NHS clinical teams to help plan and improve treatments and healthcare in England. It also helps academics and charities with research and policy making.

Large Programme Delivery **Lead: Paul Gilliatt**

Delivering major data programmes across the directorate, including managing the COVID-19 data programme portfolio, the value of data work in collaboration with NHSX and Office of Life Sciences and the programme management of Digi-trails.

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Data 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:

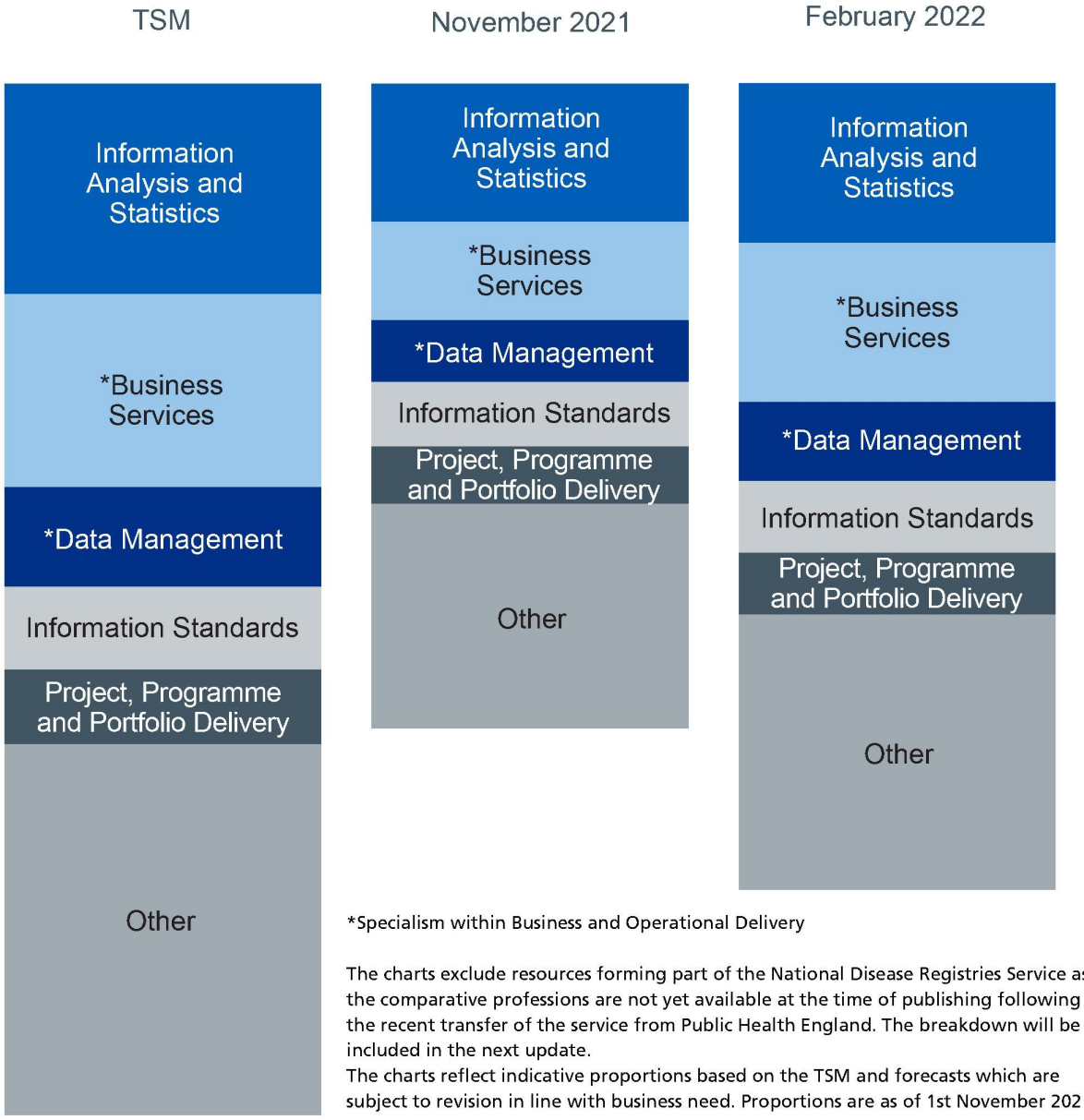
- user experience and customer engagement experts
- advanced analytical skills and domain experts
- flexible and talented coders
- data scientists, data engineers and full-stack developers
- data visualisation and design experts

To ensure we are set up to create the right data service wrap and customer engagement, adapting to Agile ways of working and ensuring fundamental programme managements underpins delivery of our transform portfolio. We need more:

- Programme and project delivery experts
- Product and delivery managers
- Business and Operational Delivery data service specialists

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.



*Specialism within Business and Operational Delivery

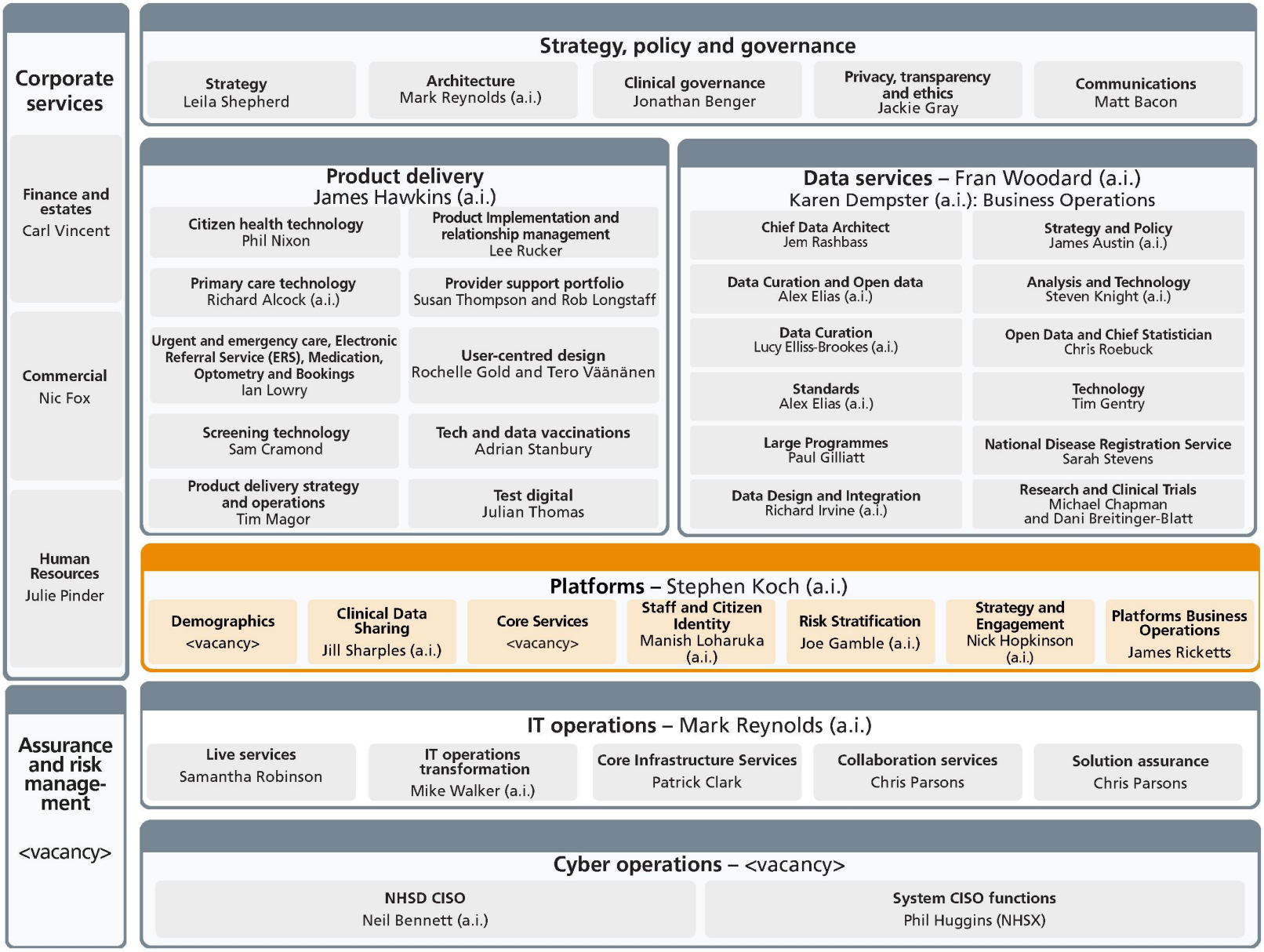
The charts exclude resources forming part of the National Disease Registries Service as the comparative professions are not yet available at the time of publishing following the recent transfer of the service from Public Health England. The breakdown will be included in the next update.
The charts reflect indicative proportions based on the TSM and forecasts which are subject to revision in line with business need. Proportions are as of 1st November 2021.

Platforms

Executive Director: Stephen Koch (a.i.)

- **Demographics**
  <vacancy>
- **Clinical Data Sharing**
  Jill Sharples (a.i.)
- **Core Services**
  <vacancy>
- **Staff and Citizen Idenitity**
  Manish Loharuka (a.i.)
- **Risk Stratification**
  Joe Gamble (a.i.)
- **Strategy and Engagement**
  Nick Hopkinson (a.i.)
- **Platforms Business Operations**
  James Ricketts

Our organisational map - Platforms



Platforms

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.
- Enable organisations to obtain the public (internet) and private network services they need to successfully adopt and deliver digital services.

Platforms

Executive Director: Stephen Koch (a.i.)
Associate Director: <vacancy>

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

Demographics **Lead: <vacancy>**
Provides the national electronic database store of NHS patient details, keyed by NHS number. It is accessed via APIs by primary and secondary care applications plus internal NHSD services. Patient registration provides a digital index database of NHS patients supporting GP Practice registrations.

Clinical Data Sharing **Lead: Jill Sharples (a.i.)**
Provides the ability for authorised health and care professionals to securely access, share and be alerted to, a range of clinical information, for the purposes of direct care.

Core Services **Lead: <vacancy>**
Provides the ability to transfer information securely between different healthcare IT systems. Provide ways to share health information held outside of summary care record. Provides notification of changes.
The API platform provides an easier way for us to build new APIs and for third parties to consume our APIs, using the latest open standards such as FHIR R4 for healthcare data and OAuth 2.0 for security. The developer hub is our developer-facing service, including the API catalogue, specifications and a portal where third parties can onboard and manage their security credentials.

Staff & Citizen Identity **Lead: Manish Loharuka (a.i.)**
Staff Identity - Provides a trusted digital identity verification & management service (IAL3) for health and care staff that authorises access, including access administration, to health and care information systems including AAL3 compliant access (smartcards). Provides capability for digitally signing electronic prescriptions (AES).

Citizen Identity - NHS login provides an identity service to health and social care mobile/desktop applications and web-sites that are available to the general public. A single, easy-to-use system for securely verifying and authenticating the identity of people accessing digital health and care services.

Platforms (continued)

Executive Director: Stephen Koch (a.i.)
Associate Director: <vacancy>

Products and services

Risk Stratification **Lead: Joe Gamble (a.i.)**

Responsible for development of the Risk Stratification and Cohorting Platform. Currently the team deliver population health commissions with a focus on Covid-19. Past the Covid response, the team will transition to enabling deliver of the wider NHS population health objectives.

Strategy and Engagement **Lead: Nick Hopkinson (a.i.)**

Responsible for understanding the needs of the health and care system, to direct our focus on which problems to solve and how best to deliver adoption and impact. Incorporates Communications, User Centred Design, Clinical Informatics and Governance.

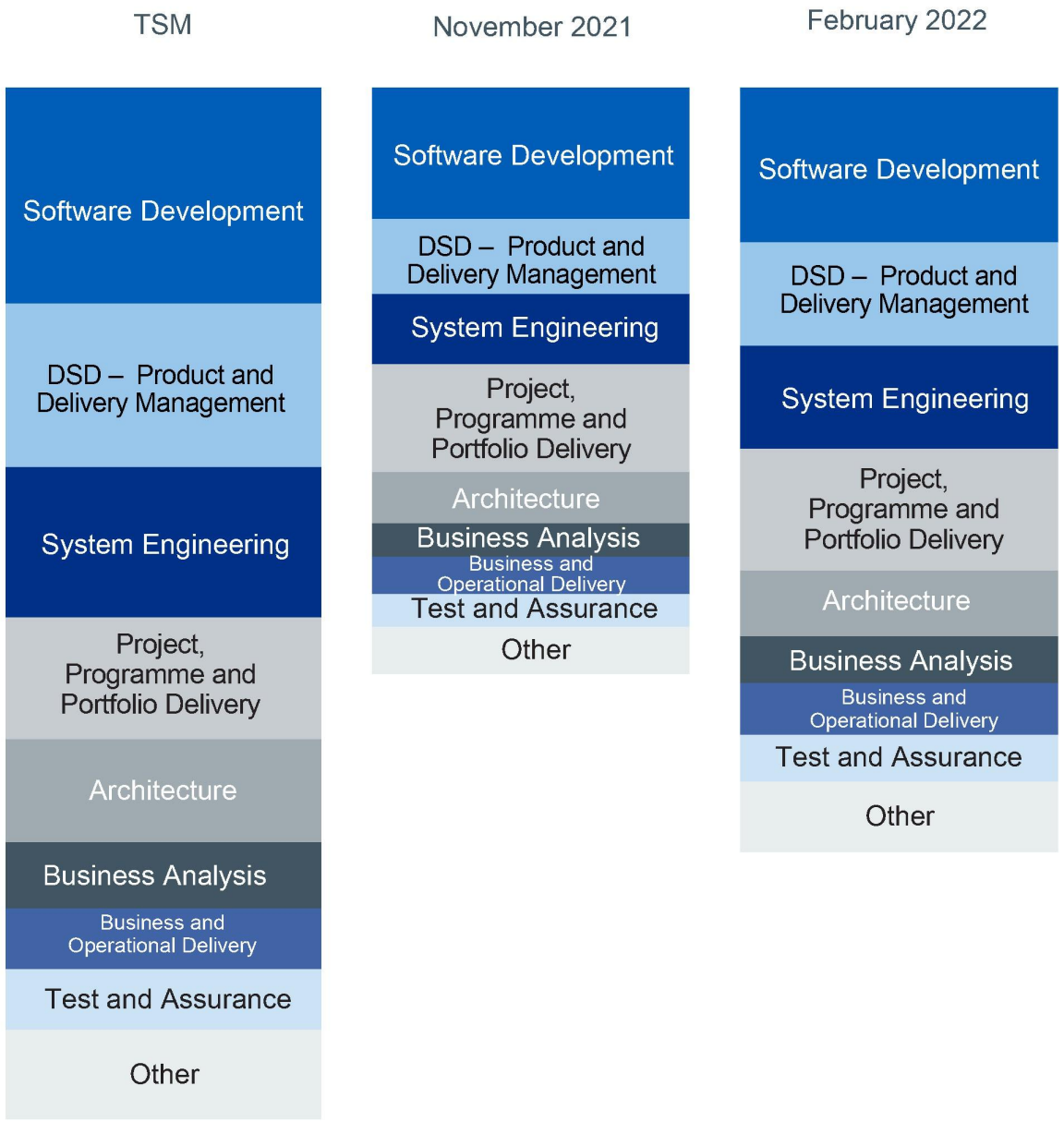
Platforms Business Operations **Lead: James Ricketts**

Responsible for delivering the resources required for the implementation of our core platforms and running the commercial, finance, and assurance processes that enable effective delivery of both transition activities and ongoing service.

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



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IT operations

Executive Director: Mark Reynolds (a.i.)

- **Live Services**
  Samantha Robinson
- **IT Operations Transformation**
  Mike Walker (a.i.)
- **Core Infrastructure Services**
  Patrick Clark
- **Collaboration Services**
  Chris Parsons
- **Solution Assurance**
  Chris Parsons

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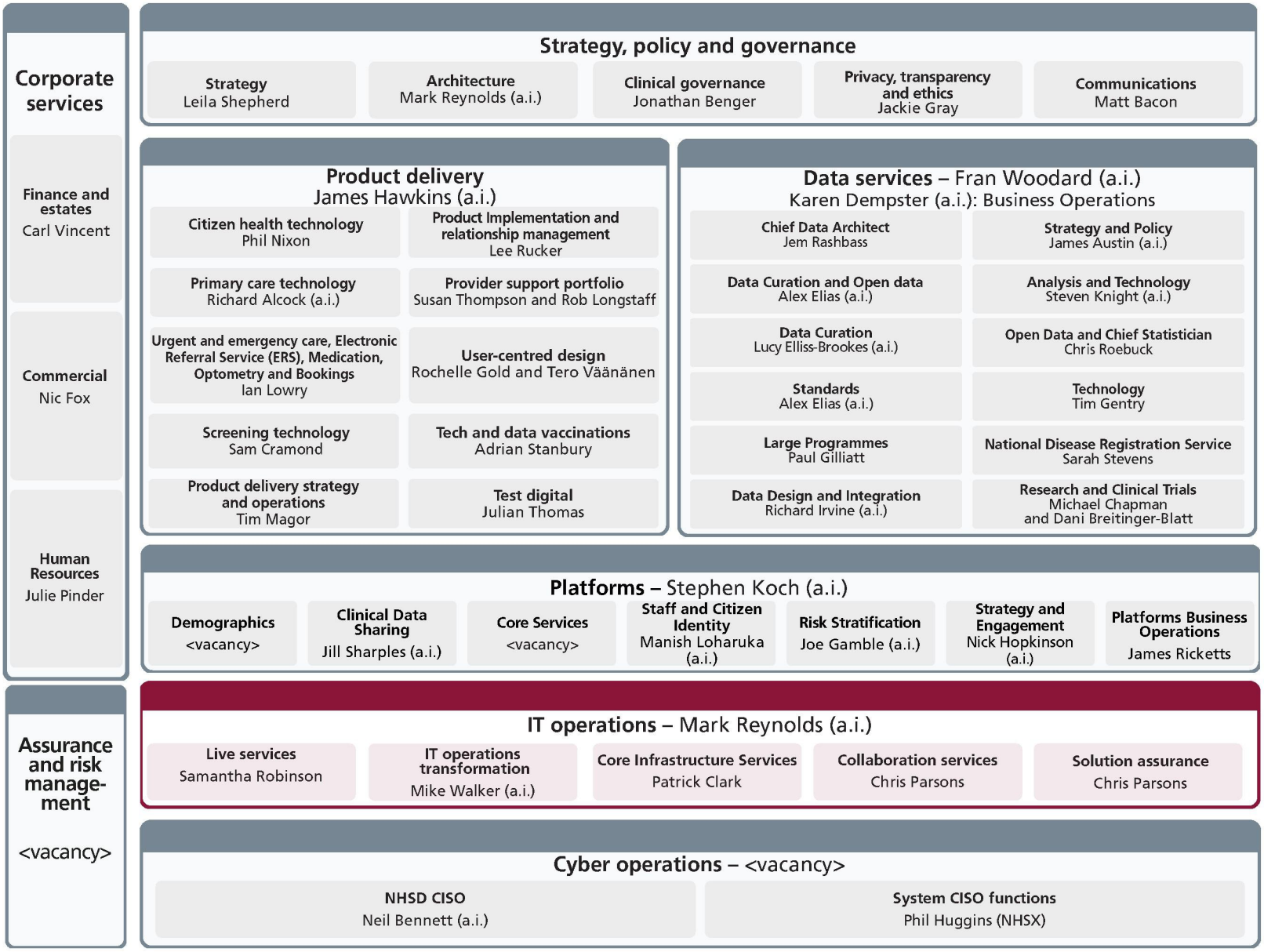
Organisation map – IT operations



IT operations

Our vision

Delivering world class IT systems, services operations and management to ensure performant, reliable and resilient digital capabilities for health and social care.

Our purpose

- To be responsible for the reliable, performant, resilient and secure operation of all systems and services that we operate for the health and care system.
- Provide IT service operations, management and support including our Information Technology Operations Centre (ITOC) and specialist technical support teams.
- Deliver a hybrid portfolio of cloud, infrastructure and wide-area network services.
- Deliver common collaboration technologies and services for health and social care.
- Provide internal IT services for NHS Digital.

Live Services

Associate Director: Samantha Robinson

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 operations and management — **Lead: Fraser Fearn, Sally Bogg and Rob Marsh**

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

IT Operations Centre — **Lead: Andrew Coates**

Delivery of IT Operations Centre.

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**

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 addressing significant digital change

IT Operations Transformation — **Lead: Mike Walker (a.i.)**

- Design and deliver modernised IT service management processes, tools and structures for both agile and traditionally-delivered digital, data and technology services.
- Align and converge the operating models across the NHS Digital portfolio and beyond.
- Contribute to the overall Technology Operating Model for NHS Digital.

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Core Infrastructure Services

Associate Director: Patrick Clark

Infrastructure Services provide system hosting and network connectivity support for around 700 internal and external NHS services. We will drive and support the successful transition from local hosting to cloud and support the optimisation of cloud operations - improving system resilience, security, efficiency, deployment, scalability and sustainability

We also ensure health and care organisations can obtain the connectivity they need to adopt and deliver digital and cloud services reliably, conveniently and cost effectively.

Products and services

Sustainable Hybrid Cloud **Lead: Tim Arnold**
Delivers and maintains the best cloud hosting arrangements for NHS Digital at the best value for money. We continuously investigate new technologies, improve cloud automation and analytics, optimise cloud engineering and commercial arrangements with cloud vendors and network connectivity to Cloud providers. We will also be introducing a new Cloud Centre of Excellence to support NHS Digital and the wider NHS successfully accelerate the transition to, and optimisation of cloud services.

HMLR Exit **Lead: Helen Foy**
Co-ordinating the successful migration of services from HMLR data centres to new hosting arrangements.

Infrastructure Operations **Lead: Iain McConachie**
Hosting support services across cloud and private data centres.
This includes building and maintaining infrastructure, vulnerability management, version control, patching and release management, event correlation, analytics and business level management information.

Future Connectivity **Lead: Dan Parry**
Ensuring all NHS and Care Home premises have access to the underlying network connectivity they need to successfully digitise health and care services.

Central Capabilities **Lead: Helen Foy**
Managing the evolution of Health and Social Care Network (HSCN) standards and central capabilities, including re-procuring the HSCN peering exchange services.

Sustainability Programme **Lead: Helen Foy**
Developing and implementing our corporate sustainability plan, promoting sustainable technology, embedding climate resilience risk and overseeing sustainability engagement and reporting.

Collaboration Services

Associate Director: Chris Parsons

Collaboration Services provide health and care organisations with integrated communications and collaboration capabilities, building upon core services including NHSmail, Office 365 for the NHS and the Directory Service.

Collaborations Services also provide internal corporate technology services.

Products and services

NHSmail and Office 365 for the NHS **Lead: John McGhie**
NHSmail is the national tenant for provision of Exchange Online and Office 365 applications and resources to NHS staff. Supporting the Government's cloud first policy, and delivering digital collaboration and services across health and social care organisations that use this platform.

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.

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

Solution assurance

Associate Director: Chris Parsons

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 implementing a maturity model which supported by a risk assessment, informs go-live decision-making and enables 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.

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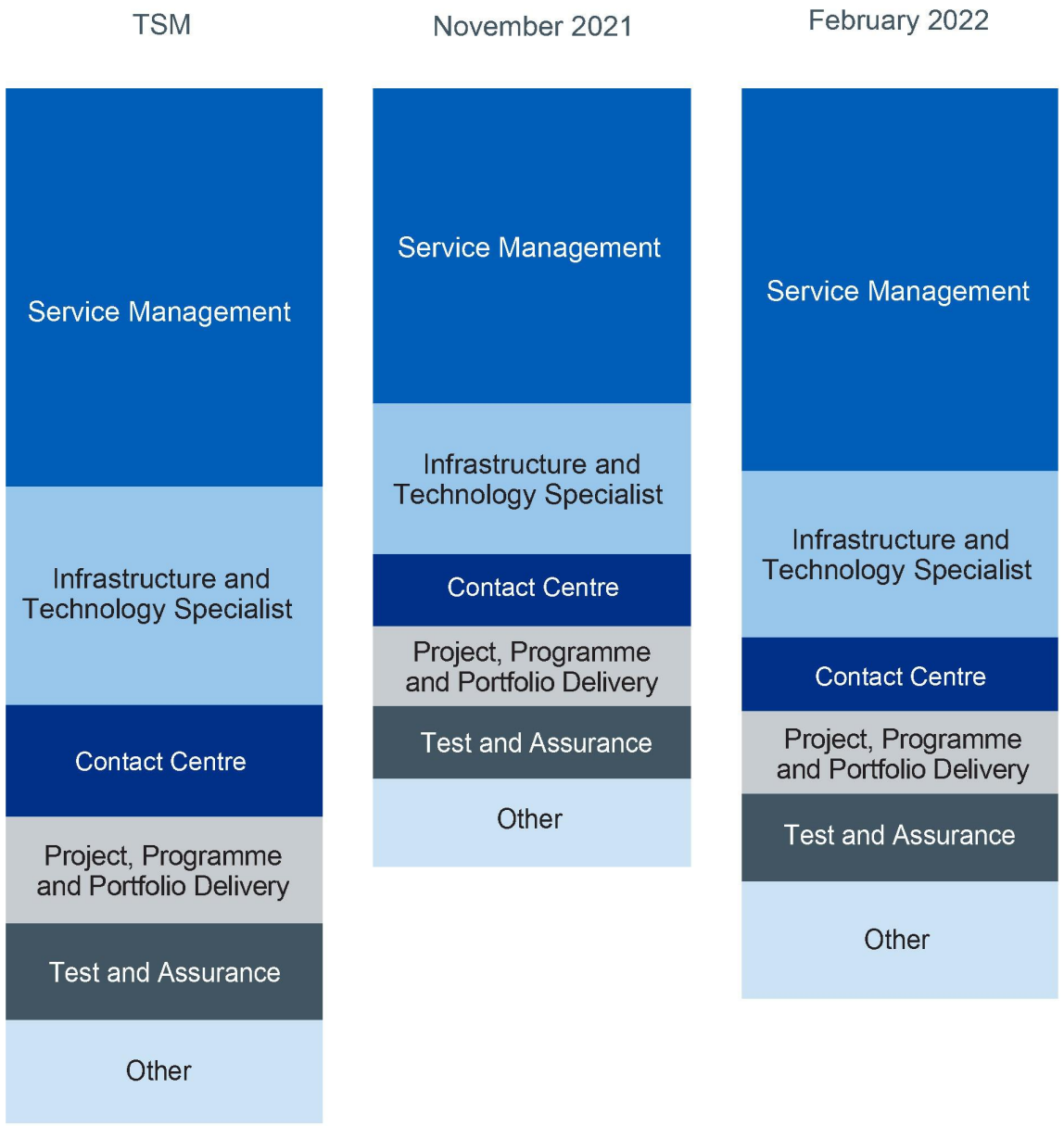
Skills fit for the future

Live services
We need more skills in:
- product management
- robotic process automation
- managing services in the cloud
- systems management tooling

Solution Assurance
We need more skills in:
- non-functional assurance
- cloud technology
- continuous Integration and Deployment
- API Assurance

Collaboration Services
We need more skills in:
- Azure, O365 development
- Directory Services
- User research
- Desktop engineering

Core Infrastructure Services
We need more skills in:
- public cloud infrastructure services contemporary technology operations authentication
- software defined networking zero trust networking security
- highly available distributed systems gigabit-capable connectivity, WiFi and 5G



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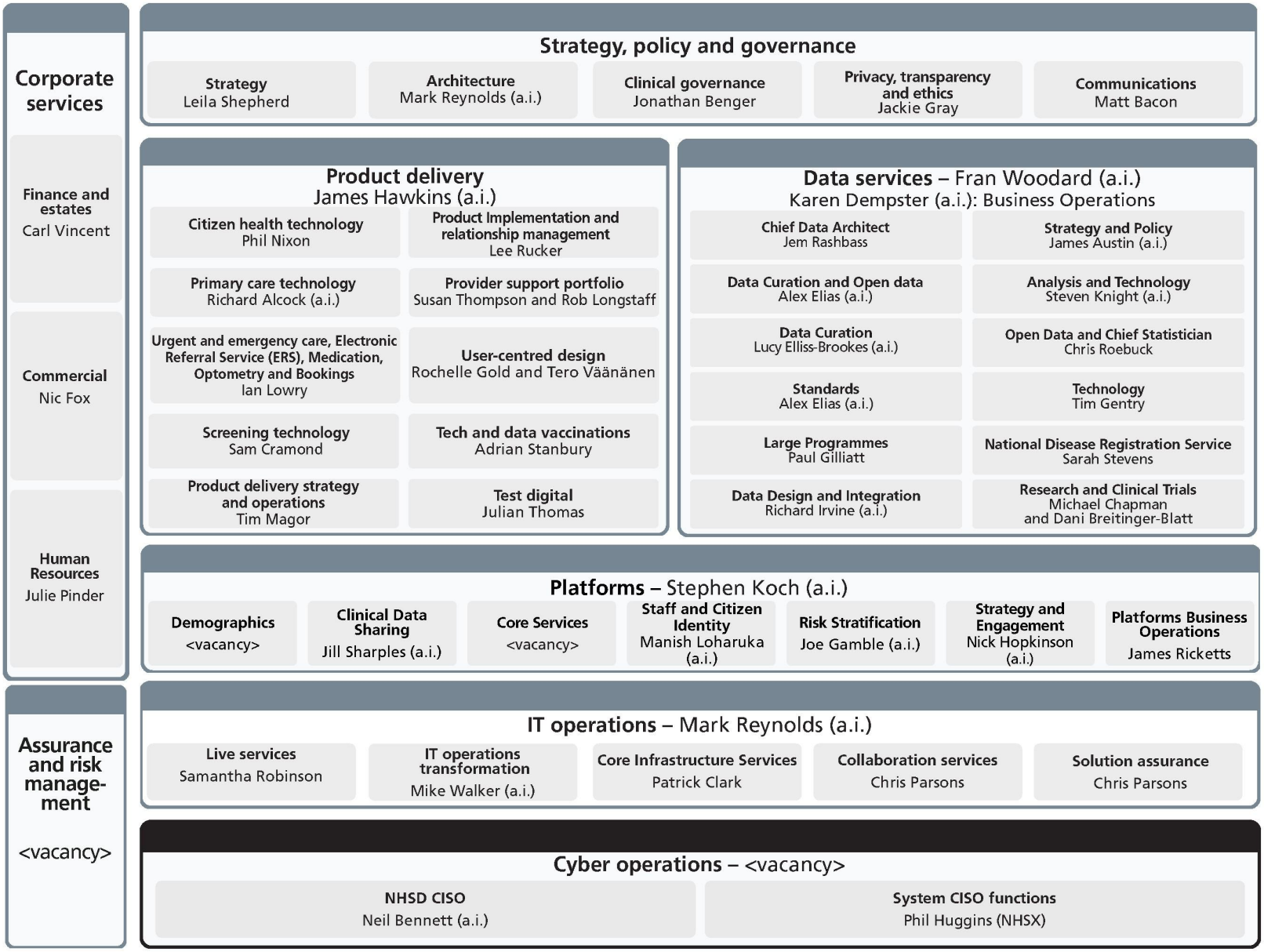
Cyber Operations

Executive Director: <vacancy>

NHS Digital CISO
Neil Bennett

System CISO functions
<vacancy>

Organisation map – Cyber operations



Cyber operations

Our vision

Deliver trusted operational capability to ensure the NHS and Social Care system is resilient to cyber-attacks, protecting individuals and technological advances in care.

Our purpose

- Provide the agreed portfolio of national cyber security services across the lifecycle of 'Protect', 'Detect', 'Respond' and 'Recover'.
- Provide real time visibility of cyber threats and vulnerabilities, with responsibility for detecting and responding to cyber events across the health and social care system.
- Deliver the National CISO's strategic objectives and agreed elements of the Cyber Successor Programme for health and care.
- Deliver a broadening and more advanced national CSOC including integration with local CSOCs and other partners.
- Provide specialist security, delivery and advisory services.
- Act as NHS Digital's own CISO.

NHS Digital 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

Cyber Successor Programme — **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: Graham Hetherington (a.i.)**

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.

Data Security Office — **Lead: Lea Taylor**

The Data Security Office provides business and operational support to the directorate including management of people and resources. The team also manage the Cyber Associates Network and security engagement within NHS Digital and out to the system.

NHS Digital Chief Information Security Officer (continued)

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: Cathy O'Keefe**

The security governance, risk and 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.

System CISO function — **Lead: Phil Huggins (NHSX)**

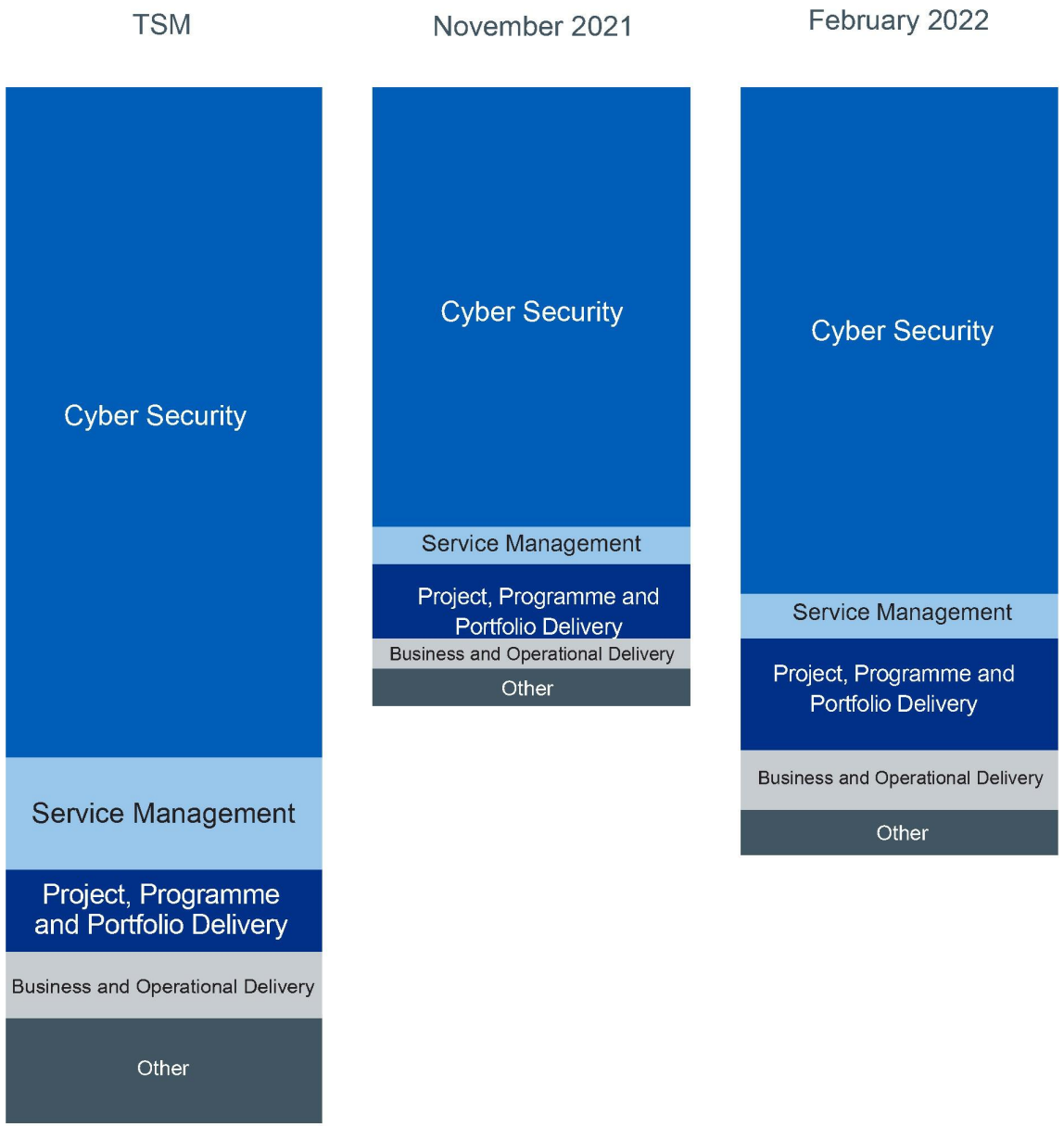
National cyber operations function.

Skills fit for the future

- Securing cloud services
- Securing data and analytics services
- Supply chain risk and assurance
- Threat hunting
- Artificial intelligence/Machine learning/ Automation in defence and attacks.
- Security Service Management skills, Security product design and delivery

The Data Security Centre
We need more skills in:

- SANS Information Security Training
- SC2 Certification
- Project Management
- Business Support



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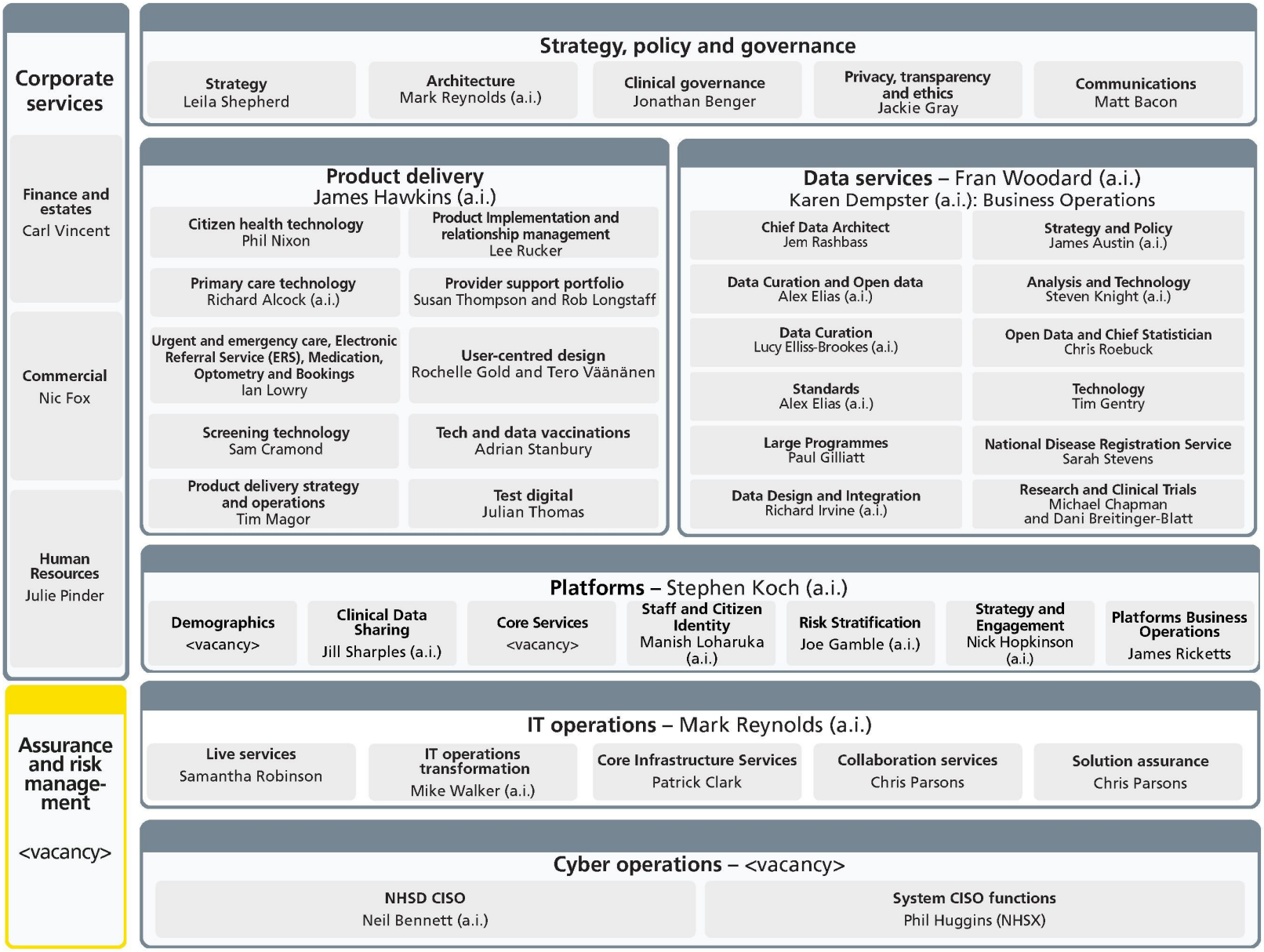
Assurance and risk management

Director: <vacancy>

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

Assurance and Risk Management

Executive Director: <vacancy>

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.

Products and services

Corporate performance and analysis — **Lead: 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.

Corporate portfolio management office — **Lead: Dean McGarr**

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

Corporate risk management — **Lead: Richard Clay**

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

Internal audit and assurance framework — **Lead: Tina Gill**

Delivery of the Internal Audit plan covering corporate governance, risk management and internal controls.

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).

Audit services and medical device directive (MDD) — **Lead: Garry Coleman**

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

Leading a programme to assure that relevant products and services at NHS Digital adhere to the appropriate medical device regulation.

Assurance and Risk Management (continued)

Executive Director: <vacancy>

Health Bill Preparedness Team **Lead: Victoria Senior**

Dedicated Team to ensure NHS Digital is ready for the cross-organisational changes resulting from the Health Bill.

Ensure the organisation is aware of the changes required, monitor and manage cross organisational delivery, report on progress, manage risks and issues and resolve exceptions and escalations.

Provision of accurate and timely management information both internally and externally to our key stakeholders.

Skills fit for the future

We need more skills in:

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

The charts reflect indicative proportions based on the TSM and forecasts which are subject to revision in line with business need. Proportions are as of 1st November 2021.

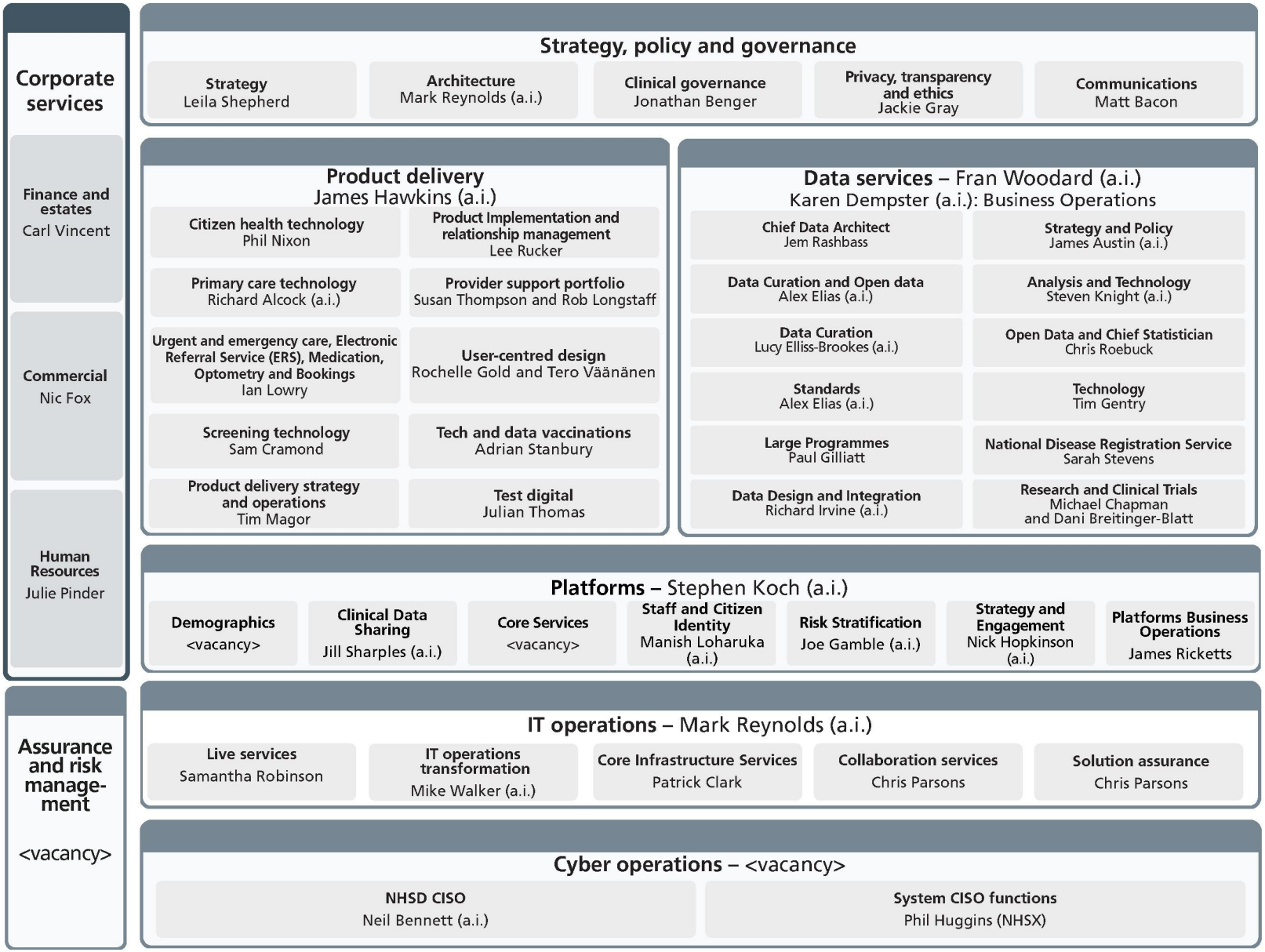
Corporate services

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-focused, 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.

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.

Our vision for finance and estates is to: 'Deliver insight and drive value as a trusted partner and enable efficient and effective operations through the delivery of customer-centric solutions'.

Products and services

Strategic finance and financial planning and analysis — **Lead: Pete Thomas**

Deliver financial modelling, analysis and expertise to shape and execute strategic initiatives; and robust financial planning, budgeting and forecasting and insightful management information to support effective organisational delivery.

Financial control, operations and systems — **Lead: Pete Thomas**

Deliver accurate financial accounting and controls, compliant statutory financial reporting, technical accounting and tax expertise, and efficient and robust financial operations, systems and data management.

Finance partnering and commercial finance — **Lead: Pete Thomas**

Provide expertise and insight to support effective product and service delivery and ensure optimal use of funding; and deliver financial modelling and analysis to drive value through complex procurement and supplier delivery.

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

Run the physical NHS Digital Property Estate and providing services across the organisation (office and remote working) including Health and Safety and Business Services. Managing our relationship with HMRC as lead tenant at the Government Hub in Leeds.

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**

Board Secretariat, statutory reporting, corporate governance, compliance and accountability.

Directorate business management and finance improvement — **Lead: Victoria McConachie**

Lead the finance continuous improvement strategy across the function alongside delivery of Future Focused Finance 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. Our purpose is: 'Working together to harness the power of the marketplace to deliver maximum value to our healthcare system'.

We provide assurance of commercial output, manage and mitigate commercial 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.

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Human Resources

Director: Julie Pinder

We provide people solutions, systems and expertise to ensure NHS Digital is the Best Place to Work. We offer expert guidance and solutions across a range of people matters from talent acquisition and retention, creating a safe healthy and inclusive environment to support employees to thrive, developing leadership and line management capability to building a continuous learning culture.

Products and services

HR Operations and Business partnering **Lead: Michelle Holland**

Provides oversight of day to day HR operations, including management of payroll, HR casework, oversight and implementation of centralised workplace adjustments provision. Provides partnering consultancy to our Executive Team and their SLT to ensure local people plan delivers business outcomes. Leads on performance management. Lead for employer relationships working with our unions through our Joint Negotiation and Consultation Committees (JNCC). Oversees HR systems and acts as Information Asset Owner for HR

HR strategy **Lead: Sonia Bewley**

Develop and Implement a People Plan that will support our ambition to become the best place to work. Utilises MI and HR Insight to shape future policy decisions.

Leads on Organisation Design and Transformation, oversees continuous improvement and HR change initiatives such as policy improvements to Performance Management, Pay and Reward.

Leads HR specialist teams including the Academy who support Early Careers (graduate recruitment and apprenticeships), Talent Management, Learning and Development, Diversity and Inclusion and Wellbeing.

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Human Resources (continued)

Director: Julie Pinder

Strategic Resourcing and Recruitment **Lead: Lisa Edwards**

Undertakes strategic workforce planning with the business and works in partnership with finance and commercial to provide appropriate resourcing solutions. Oversees day to day permanent recruitment activity, works with PSR to deliver contingent labour and manages Executive Management

Capability & Capacity **Lead: Martin Dennys**

Established to support internal and external recruitment campaigns, develop a more inclusive end to end recruitment process and consider future operating model for resourcing.

HR Business Services **Lead: Kirsty Dufton**

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

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Skills fit for the future

Commercial
We need to further develop:

- commercial specialists with strong market, technology and programme understanding
- enhanced category management specialists
- supplier relationship management
- the capacity of the legal function

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.

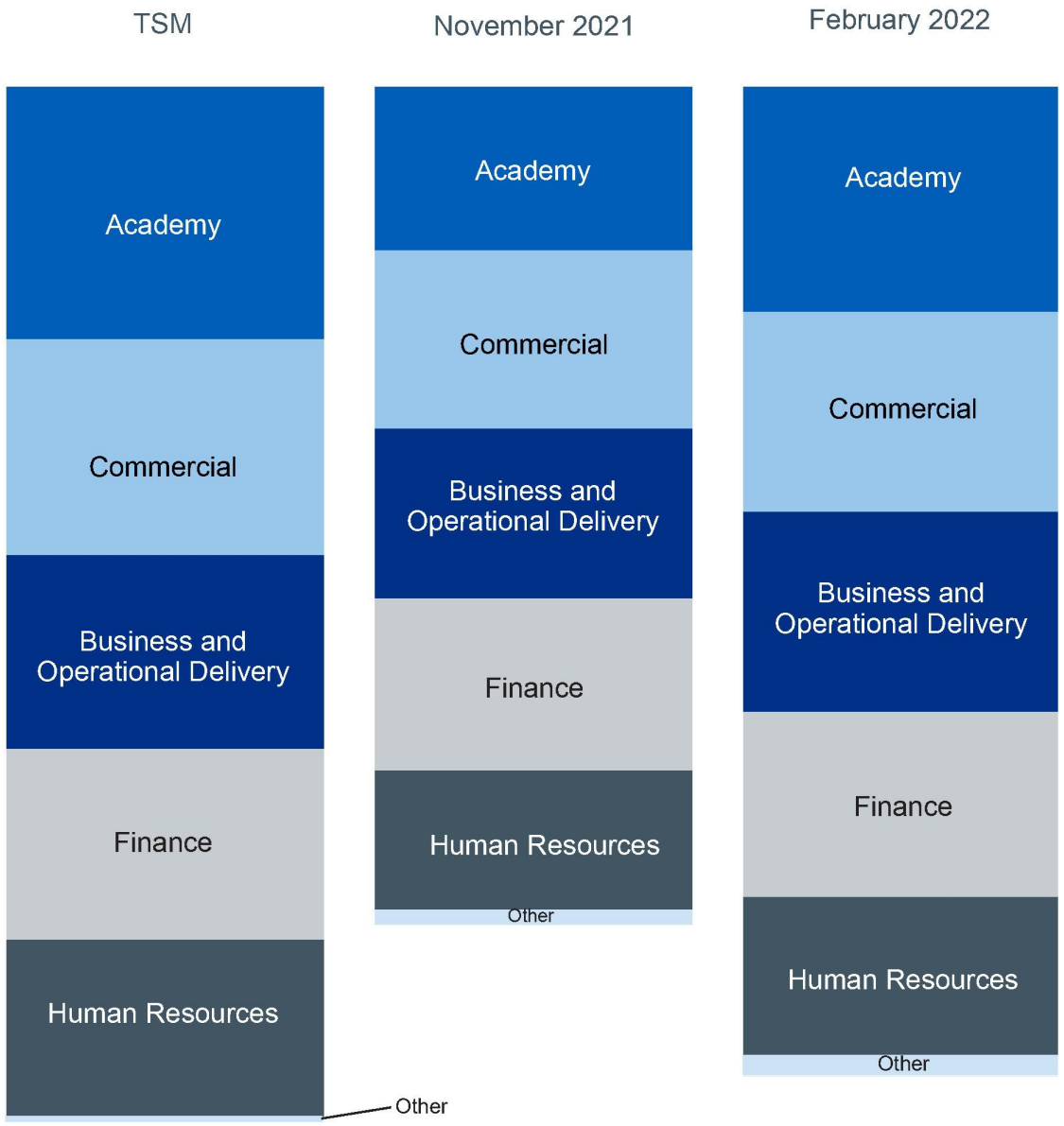
Finance and Estates
We need more skills in:

- financial modelling and analysis
- technical accounting, including fixed asset accounting, and tax
- data visualisation and presentation of management information
- data management and systems

While continuing to build specialist expertise, we will raise the level of technical and analytical capability across the whole finance team alongside deeper understanding of technology and data delivery and NHS Digital's products and services.

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



The charts reflect indicative proportions based on the TSM and forecasts which are subject to revision in line with business need. Proportions are as of 1st November 2021.

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Improving lives with data and technology