DIGITAL MAJOR PROJECTS AUTHORITY COMMITTEE MINUTES

Venue	Room 13, Education Centre Sandwell General Hospital	**Date**	26th July 2019, 13:00-14:30

Members Present:

Members:

Marie Perry, Non-Executive Director (Chair)	(MP)	**In attendance**:		
Richard Samuda, Chairman	(RS)			
Mike Hoare, Non-Executive Director	(MH)			
Toby Lewis, Chief Executive	(TL)			
Rachel Barlow, Chief Operating Officer	(RB)			
Raffaela Goodby, Director of People and OD	(RG)	**Committee Support**:		
Kam Dhami, Director of Governance	(KD)	Mrs P Lee, Executive Assistant	(PL)	
Siten Roy, Group Director	(SR)			
Martin Sadler, Chief Informatics Officer	(MS)			

1. Introductions [for the purpose of voice recording]	**Verbal**
Introductions were given for the purposes of the voice recording.	
2. Welcome, apologies and Declarations of Interest	**Verbal**
Apologies were received from: Amanda Geary and Nicola Taylor. No declarations of interest were recorded.	
3. Minutes of last meeting held 26th April 2019	**DMPA (07/19) 001**
The minutes of the meeting held on 28th June 2019 were accepted as a true and accurate record.	
4. Matters arising	**DMPA (07/19) 002**
The following actions were noted as follows: *DMPA (06/19)005 Bring the penetration test report to the next Committee*. It was advised that the report would be looked at and any issues would be reported via email. *DMPA (06/19)003 Investigate and clarify gaps and actions for Strategy Risk SBAF16*. This item appeared on the agenda for today's Committee. *DMPA (06/19)003 Investigate the Unity set up with regards to outpatient procedures.* RB advised that a work process regarding this was being tested. *DMPA (05/19)002 Present the infrastructure audit to the next Committee.* This item appeared on the agenda for today's Committee. *DMPA (05/19)003 Provide further information surrounding timeframes around targets for risks.* This item appeared on the agenda for today's Committee. *DMPA (02/19) Synchronised time source to be investigated.* MS informed the Committee that this system had been installed in readiness for testing and should be complete by the end of this month, having been through the Change Board 6 weeks ago. The last remaining outstanding action was to fit an external aerial.	

No disruption to service was anticipated regarding this installation. Further debate took place around this item and it was advised that this should be re-presented to the Change Board in order to establish a plan of action. It was agreed to keep this item as a matter arising. An update on this action would be provided at the next Committee.

DMPA (08/18)004 Create plan to transfer to the cloud.

This item appeared on the agenda for today's Committee.

DMPA (10/18)4.5 Critical Incident – Consider outsourcing to achieve our aims.

This item appeared on the agenda for today's Committee.

DMPA (10/18)4.1 Infrastructure – Specialist external audit to be commissioned in February / March 2019 to review risk.

It was confirmed that the penetration test had been carried out and appeared on the agenda for discussion at today's Committee.

Action: MS to re-present the synchronised time source item to the Change Board and keep the action as a matter arising for a further update at the next Committee.

5. SBAF – review of all risks and controls	DMPA (07/19) 003

MS reported that the SBAF reports for Informatics were as follows:

1. SBAF ref: 8

MS noted the risk and the following items were listed:
- The risk was around the gaps in the Digital Plan.
- There was a risk that the Digital Plan was not sufficiently agile and responsive to end-user needs.
- Controls and assurances had been added to the safeguard system and progress was reviewed with the Informatics Management Team monthly.
- An Incident and Problem Manager had been recruited and had started the role on Monday.
- A Business Relationship Manager had been recruited and was due to arrive by the end of August.
- The high-level strategy would be ready by March 2020.

2. SSBAF ref: 16

MS noted the risk and the following items were listed:
- The risk was around the unreliable Informatics infrastructure.
  - It was reported that identification and resolution of issues remained ongoing.
- A lack of technical skills existed within the team.
- A lack of business owner involvement or customer insight existed, which would be resolved with the instruction of Business Relationship Managers to create a better link to the Trust.
- Inappropriate third-party support arrangements were in place.
- The controls that had been put in place were reported as follows:
  - PRGT had been implemented.
  - Recruitment and training remained ongoing.
  - Some third-party support for the systems was in place for gold systems, albeit not fully comprehensive due to the ongoing nature of the task.
  - A user survey continued to be produced.
  - The journey to a strategy began at the Leadership Conference two months ago, and the Business Relationship Mangers were in place to continue with this incentive.

3. SBAF ref: 17

MS noted the risk and the following items were listed:

- This risk related to Unity as follows:
  - Technical readiness.
  - People development.
  - Go live optimisation.
  - IT hardware implementation tracked against a 14-point infrastructure plan.

The three risks were discussed in further detail, and it was agreed that the assurance was relatively limited for all three risks. It was emphasised that once assurances had been received from some of the audited processes, which had been implemented, improvements in reliability of the systems would filter through.

Action: MS to report back to the Committee around the PTRG system end state.

6. Options for Outsourcing / Plan to Migrate to the Cloud	DMPA (07/19) 004

MS noted the paper and the following points were made:

- MS confirmed that he had not recommended a full outsource of the Informatics service. The main reasons for his decision were as follows:
  - Conducting full outsourcing was time consuming.
  - The appetite in the Public Sector for full outsourcing was diminished.
  - The general trend was to insource rather than outsource.
  - Local skills and knowledge were lost when outsourcing was implemented.
  - MS confirmed that he would support outsourcing for some areas.
- Services already bought in by the Trust included:
  - Email, which was provided by NHS Digital.
  - Wide Area Networking, which provided access to the internet and was provided by both BT and Virgin Media.
  - Hardware repair or replace, which was provided by Newcorp.
- There was a link between the Cloud and outsourcing. Outsourcing the Data Centre was a popular option and moving things into the Cloud was similar to an outsource of the Data Centre.
- The possibility of outsourcing telephony was currently being investigated.
- Specialist individuals would be considered to be drafted in for larger projects, as no Project Managers were employed within the Informatics Department.
- Desktop as a service was discussed.

Discussing around outsourcing options took place, and issues around the Trust's technical capability to very clearly specify their outsourcing needs. MS clarified that he was not proposing that any of the items discussed be outsourced, but that they were items for discussion as to whether the Trust would wish to manage internally, or choose to outsource,

Concerns were raised around embarking on the Cloud migration project, alongside mobilising Unity within the Trust. It was agreed that a workshop would be arranged around this issue in order to work collaboratively through the concerns, timescales, capacity challenges, and potential clash with Unity implementation issues.

Action: MS to provide an analysis around the magnitude of migrating to the Cloud.

Action: MS to organise a workshop around Cloud migration impact.

7. Pen Testing Findings	Verbal

MS updated the Committee and made the following points:

- Penetration tests took place in June.
- An external organisation had found that there were some critical risks, some high risk, and some lower risk issues. The risks were related to external and internal assessments. They reported a vulnerability assessment which they identified as an immediate risk, but they advised that the internal system was not penetrated. The internal risks they found were as follows:
  - Levels of patching out-dated operating systems.
  - Patient information and passwords were found on shared folders, but these, albeit not visible externally.
  - Weak passwords were found across the organisation. A new password management system would be installed through Unity, which would resolve this.
  - Issues with websites hosted on WordPress (public websites).

A debate followed around the penetration tests and it was advised that these had not provided a comprehensive scope of testing. Scope for a broader cyber security required consideration and TL advised that, although there were no new risks, it did call into question assurances of remedy. He requested that a Data Proposal be formulated and presented at the next Committee, whereby the Committee could agree what timeframe could scope and fund a broader cyber analysis.

TL queried the status of the escalated alert by NHS Digital and MS confirmed that the matter would be resolved tonight.

Action: MS to produce a Data Proposal around assurances of remedy for the next Committee.

8. RSM Controls review 2018/19	DMPA (07/19) 005

TL noted the paper and the following points were made:

- Numerous items appeared within the medium category, y and a small number in the high category.
- TL called out the point around Business Continuity.
- Coherence and comprehensiveness of the actions and whether the actions remedied the problem was discussed.
- There had been 6 back up failures out of 9 on a gold system reported. MS explained that it could not be assured that everything was backed up and that the backup worked, although gold systems were backed up and tested.
- RB advised that the recent IT outage highlighted back up issues, including gold category back-up failures. She added that this had prompted her to request a report on all back-ups and the report showed many failures. She added that the explanation she received was that there was not adequate storage to carry out all back-ups.
- Positive assurance that back-ups were working every week was necessary. MS explained that his team was working towards implementing back-up test systems to be able to systematically practise restoring from back-ups.
- MS advised that IT suffered from a person power problem brought on by the workload and that there was no separate team working on back-ups.
- It was reported that progress had been made on change control.

A discussion took place around confidence that all actions were being carried out as stated in the report. MS advised that due to the workload, it was necessary to prioritise, and it was not always possible to carry out tasks in time to prevent an issue arising. TL added that there was an issue with individuals prioritising inappropriately within the IT department and that governance needed to be created around decision making within IT.

It was agreed that the following three items would be discussed at the next Committee:

1. The Committee would consider the remedy and how they knew the remedy was in place.
2. A governance model would be created, showing visibility of decisions each step of the way from the IT department through to CEO level.
3. Business continuity planning implications required further discussion.

- The 27 management actions within the report would be routinely presented at this Committee. The Committee would scope a Q4 audit by RSM, in order to evaluate whether the position had improved on completion of these actions.
- RS queried if there were any additions to the report and TL advised that Interface and questions raised around the adequacy of risk management assurances had been added.
- TL expressed concern around the emerging realisation that some core actions had not been carried out. The Chair agreed with this concern and added that no concrete assurances had been provided.

TL highlighted an issue around a lack of documenting work done and that a policy writing incentive within IT was necessary. Discussion took place around Unity and its dependency on Rhapsody and that the Committee were required to understand some of the fragilities of Rhapsody, both in terms of technical and terms of the Trust's people capability. It was agreed that a diagrammatic understanding of how Unity connected and how connected systems would be affected.

RB gave an overview of the five-week plan designed to correct the BCP, once she had reviewed this issue, she would report her findings.

Action: TL and MS to create a governance model to allow transparency around prioritisation of tasks within IT.

Action: MS to create a diagram showing Unity connections and the potential risks surrounding them.

9. Unity Criteria and Performance	DMPA (07/19) 006

RB noted the paper and the following points were made:

- The readiness criteria were now being tracked.
- BCP had been tested during this week and the official outcome was awaited.
- The IT element had slipped; a plan had been put in place to deliver within the timescale.
- There was a lot to deliver in a short space of time.
- RB called out the devices, which were set to deliver at the beginning of September.
- The departmental readiness relied in many cases on devices, Wi-Fi, and BCP being tested, and those elements would help every department jump up towards 80-85%. It was confirmed that trajectory was currently being mapped for these.
- RG updated the Committee around the team and individual competencies as follows:
  - In order to go live there were some metrics around everybody being assessed as being individually competent. Individual competency was defined as a top 10 rating. On assessing that individual competency, the Trust was at 65%, as of yesterday, which was increasing substantially.

- A set of 10 team competencies had been developed for teams to practice various tasks within Unity. Team competencies had a video associated with them and they were required to watch the video and practice with other team members. At the end of August there would be an individual assessment of the team competence.
- RG advised that it was most likely that Super-Users and Digital Champions would carry out assessments, with some input from senior management.
- Challenging areas requiring priority focus were as follows:
  - Other workflows.
  - SOP's.
  - QRG's.
  - Cut-over planning.
  - Engagement and communication within the organisation.

TL advised that if there had not been significant progress made, by August 16th, he would not recommend to the Board that Go Live should commence on September 23rd, 2019. A debate around the areas requiring significant improvement and the attitudes required to achieve acceptable standards for go live took place. It was considered that with a positive attitude and focus, a 23rd September go live remained achievable.

RS queried the Wi-Fi and voiced concerns around the trial and error elements of Wi-Fi. MS confirmed that 98% of all Sandwell had Wi-Fi coverage, although two porta cabins had been missed and were currently being worked on. MS confirmed that all gold and silver areas within City were being completed today and the rest in City over the next two weekends. MS visited BMEC yesterday and they reported in the positive and said they were now receiving Wi-Fi in corridors for the first time. TL added that he was planning to publish the map during the week of 16th August 2019. He added that individuals would be encouraged to inform management of any spots found where they were unable to get Wi-Fi. MS advised that he was organising to load the map onto the intranet. MS added that he used a comprehensive scientific test which identified dark spots or green spots for Wi-Fi signal.

10. People – Exception Report	DMPA (07/19) 007

RG noted the paper and made the following points:

- RG was in receipt of a draft integrated dashboard for the team competencies, which would be launched today.
- Super User training for Digital Champions. It was reported that on completion of training there would a total of 1,000 individuals trained. This would comprise 626 Digital Champions, and 383 Super Users.
- One in 4 users of Unity would have had some form of super enhanced training to use the system.
- The team was currently mapping Super Users and Digital Champions against rotas.
- The criteria gateway on the basic user training had already been met and would reach 100% soon.
- All Super Users were compliant on the manager soft skills element
- The Digital Champion training was being closely monitored to ensure that training booked was attended.
- Super User training and Digital Champion training occurred each day for all the different modules until mid- August. There was a need to consider a possible resourcing requirement for trainers and implementors to be deployed elsewhere, along with monitoring training requirements past mid-August.

- Once training had been mapped to rotas, the compliance picture would become clear and a decision could be made regarding if further training were necessary.
- Around 1300 employees required CapMan training. Out of those 13000, 1000 had already completed some form of CapMan training, and CapMan was on track to launch on 1st August 2019.

11. Meeting effectiveness / matters to raise to Trust Board	**Verbal**

The Chair established that the meeting had been considered effective.

Matters to be raised to the Trust Board were:
- Outsourcing to the Cloud had been discussed.
- Penetration testing and the RSM report.
- Unity go live criteria update.

12. Any Other Business	**Verbal**

No other matters were discussed.

Details of next meeting	**Verbal**

The next meeting will be held on Friday 30th August 2019, 13:00-14:30, Room 13, Education Centre, Sandwell General Hospital.

Signed   …………………………………………………………………………………………………….

Print   …………………………………………………………………………………………………….

Date   …………………………………………………………………………………………………….