

ANNEX E

**MINUTES OF A MEETING OF THE TECHNOLOGY AND DATA ASSURANCE
COMMITTEE HELD ON 22 FEBRUARY 2017 AT 2.00pm
AT WELLINGTON HOUSE, LONDON SE1 8UG**

Present:

Sigurd Reinton, Non-Executive Director (Chairman)
Richard Douglas, Non-Executive Director (by telephone)
Caroline Thomson, Non-Executive Director
Paul Willer, Independent Member
Ted Woodhouse, Independent Member

In attendance:

Bob Alexander, Executive Director of Resources/Deputy Chief Executive
Graham Binns, Enterprise Architect
Jessica Dahlstrom, Head of Governance
Peter Sinden, Chief Digital Officer
Iain Wallen, Director of Information and Analytics

1. Welcome and apologies

- 1.1 Apologies for absence had been received from Peter Hill (Associate Director of Technology and Data), Keith McNeil (Chief Clinical Information Officer of NHS Improvement and NHS England) and William Smart, Chief Information Officer, NHS Improvement and NHS England.
- 1.2 The Chairman welcomed Caroline Thomson, who had joined the Committee as a Non-Executive member.

2. Declarations of interest

- 2.1 No interests were declared.

3. Minutes and matters arising from the meeting held on Wednesday 9 November 2016 (TDAC/17/01)

- 3.1 The minutes of the meeting held on Wednesday 9 November 2016 were approved. The Committee discussed the action log and it was noted that the Chief Digital Officer and the Chairman of the Audit and Risk Assurance Committee (ARAC) would meet in the near future to ensure risks related to data and technology were appropriately reflected in the workplan for ARAC.

ACTION: PS/RD

3.2 The Committee discussed the national oversight infrastructure including the National Information Board and the Digital Delivery Board. The roles of the Chief Clinical Information Officer and Chief Information Officer, jointly appointed by NHS England and NHS Improvement, were considered in this context. It was noted that the arrangements that were recently agreed to ensure their joint NHS England / NHS Improvement role would become a reality have not yet materialised.

4. Technology and data progress update (TDAC/17/02)

4.1 The Chief Digital Officer introduced the paper, which provided an overview of progress made in four key technology and data workstreams (peripathetic workforce, connected workforce, data warehousing and analytics and digital). The Committee discussed the interaction between these four workstreams and the business change initiatives which had been presented to the Committee in 2016.

4.2 It was noted that the key challenges for those working on technology and data in NHS Improvement had been the requirement to remain flexible as NHS Improvement continued to absorb additional responsibilities, and the lack of executive ownership of technology and data work programmes. The latter was considered to be partly the result of the pressures on the Executive Team to deal with more urgent issues currently ongoing in the NHS.

4.3 The Committee noted that good progress had been made in relation to data analytics and that work on improving and expanding the organisation's IT infrastructure was progressing well. The areas of business systems transformation (including the development of a Customer Relationship Management system) and digital development were considered to be more challenging as they require strong support and input at senior executive level – a big ask in the current circumstances.

4.4 The Committee discussed mechanisms which could be employed to ensure senior executive support was provided. The idea of making progress on work programmes conditional upon senior executive engagement was considered. The importance of clear prioritisation of projects was emphasised, and the Committee discussed the possibility of prioritising based on the level of senior executive support that had been given to a work programme.

4.5 The Committee discussed giving one Executive Director responsibility for ensuring progress on business transformation and discussed the possibility for this work to be undertaken on a secondment basis to minimise distractions. It was noted that the Executive Regional Managing Director (London) had already been appointed as the Senior Responsible Officer (SRO) for the business transformation programme, and the Committee discussed ways in which he could be supported to ensure a sufficient amount of time was dedicated to this task. It was noted that current circumstances were such that it was difficult for the SRO to give this work priority.

4.6 The regular involvement of all Executive Regional Managing Directors, and other relevant colleagues, possibly through a new executive level decision making forum, was also considered and likely diary constraints were noted.

- 4.7 The Committee requested that formal updates on progress on business transformation would be provided to the Executive Committee and the Board as appropriate.

ACTION: PS/Steve Russell

5. Technology and data future focus (TDAC/17/03)

- 5.1 The Chief Digital Officer provided an overview of future projects in the technology and data work programme. As some of the initial workstreams, such as the peripathetic and connected workforce workstreams, were now nearing completion, the focus would shift to enabling the creation of one single organisation from a business systems perspective.
- 5.2 The Committee discussed the legal and practical barriers which existed in relation to the creation of a single organisation and highlighted the importance of ensuring these were overcome or made invisible where possible.
- 5.3 The timeline for the upcoming programme of work was discussed and it was noted that a single network for the organisation would be in place in June or July 2017, and projects thereafter would be delivered incrementally with the order depending on priorities identified by senior executives. The creation of a Customer Relationship Management system was expected to be one of the first priorities.
- 5.4 The financial commitments that had been obtained in relation to the work programme were noted and the Committee noted the interaction between this and NHS Improvement's Business Plan for 2017/18 which would be discussed by the Board in March. The Committee requested that at its next meeting, an updated version of this paper would be presented with a clear definition of end products and delivery dates.

ACTION: PS

6. Update from CITO (TDAC/17/04)

- 6.1 The Committee considered a paper which provided an update on the National Information Board Strategy, System Governance and Paperless 2020 Programme. The paper was not considered to provide a satisfactory overview of the latest developments in this area, and the Committee requested that a comprehensive overview of system governance, including any recent and proposed changes to the membership of key oversight groups, would be presented at the next meeting.

ACTION: WS

7. Role of the Technology and Data Assurance Committee (oral)

- 7.1 The Committee discussed its role in relation to the technology and data work programme ongoing at NHS Improvement, and considered the contributions it could make. The membership of the Committee was discussed and ideas for possible additional members were noted. The importance of a clearly defined role for the Committee in relation to projects conducted together with other Arm's Length Bodies (ALBs) was highlighted.

8. Cyber as a specific system-wide operational issue (oral)

- 8.1 The Chief Digital Officer provided an update on the system-wide approach to cyber-security issues. The Committee noted recent activity in this area, which had included funding agreed for the CareCERT programme, and a series of internal audit reviews at relevant ALBs. The role which NHS Improvement had in relation to NHS providers' cyber-security was considered.
- 8.2 The Committee requested that at its next meeting, a paper would be presented on cyber-security at NHS Improvement and NHS providers. This paper should include an overview of assurance processes which were in place, as well as an estimate of the costs associated with increasing cyber-security at NHS providers.

ACTION: WS

9. Any other business

- 9.1 There was no other business.