BAF Risk 8	If the Trust fails to robustly implement and embed infrastructure plans including digital and estates, this will adversely impact on our service quality and delivery, patient care and carer experience, and our ability to transform services in line with our aspiration to be a leader in both of our ICSs

Strategic Priority	Improved value
Review Date	1 March 2022
Executive Lead	Chief Digital Officer
Lead Committee	Finance, Business & Investment Committee

Risk Score 2021/2022

Residual	Apr/May	Jun/Jul	Aug/Sept	Oct/ Nov	Dec/ Jan	Feb	Target
25	20 ↓	25 ↑	25 ↔	25 ↔	25 ↔	25 ↔	8

Context

- Digital risks comprise: digital infrastructure, Cyber security, and governance and benefits realisation
- Estates risks mirror the challenge to site resilience, and also relates to concerns raised by the CQC in their recent visit
- Digital solutions/implementation progressed at significant pace through Covid, particularly in respect of system wide transformation
- Trust-wide digital transformation programme requires significantly enhanced capacity and capability to manage change
- Significant work to bring digital baseline up to required standards of performance, to support 'care delivery in any setting'
- Governance structure established to scope and manage digital innovation in a more structured and joined up way to support delivery and success, e.g. digital and estates
- A full assessment of digital infrastructure at all Trust sites underway by Doclan, an expert in this field. A 6 facet survey is also being undertaken for estates
- Emphasis on Board level ownership of Cyber by NHSE. 100% rise in malicious cyber activity during the first eight months of 2021 and recent emergent global vulnerability has heightened the risk. A dedicated skilled team to focus on this 24/7 is critical and is addressed in the digital strategy with CISO position appointed to
- Full implications for not meeting required NHS carbon emissions target not known; failure to deliver these will have a detrimental impact on the Trust and its populations

Gaps in Control or Assurance

G1: Scoping, baselining, strategic overview, and solution choice to be carried out to ensure right solution is adopted to fit the business problem

G2: Understand impact of changes, how they support operational models, how best value can be delivered, and prioritised; the establishment of a Digital PMO, working closely with the estates programme office, and a clinical and business change digital team will deliver this

G3: Process for establishing and monitoring financial and operational benefits

G4: Trust-wide overview of all digital projects/programmes linked to delivery, FV, and benefits realisation; achieved by FBIC oversight and robust planning, scoping and holistic delivery methods

G5: Major infrastructure weaknesses identified at John Howard Centre affecting telephony, wifi, UPS, and network resulting in significant outages; this forms part of a focussed project and the wider estates and digital strategies

G6: No detailed understanding of infrastructure, both digital and structural, to support improvement programme or detailed costing exercise to fully assess, plan, prioritise and deliver the right specification

G7: Address areas of immediate concern found during 127 sites survey including funding and capacity; addressed by digital and estates strategies

G8: Dedicated Cyber team imperative to meet NHSE&D expectations and enhanced requirements. An out of hours service also needs defining until all data is migrated from UKCloud. Permanent on call response needs to be offered linked to variable site requirements to support a robust service

G9: Workstream to encompass requirements for digital support for other areas that are not site based

G10: A full benefits realisation plan needed

G11: Cloud computing partner now possibly non-viable following loss of many contracts. Our data is being migrated to AWS, with a second copy being established before the end of UKCloud trading

G12: Log4j latest global cyber vulnerability has to be addressed immediately by Trust Cyber Team as NHSX Cyber Team continue to identify the depth of the challenge. This, coupled with the conflict in Ukraine/Russia has pushed our Cyber risk back up to 25

Progress

What's going well inc future opportunities	What are the current challenges inc future risks	How are these challenges being managed
• Delivery of digital strategy and opportunities to expand its focus to children's services/other key services	• Continual growth in digital dependency and appetite (Trust and ICS) set against a finite digital resource and funding stream; need to become more agile and benefits based	• Digital staff development and training plan being developed to support succession planning; options to increase attractiveness of ELFT as an employer of choice inc apprenticeships, flexible working packages, etc

• Addition of a CTO to lead the technical infrastructure and Cyber agenda, and appointment of a CISO • Established a robust governance structure to programme, agree and prioritise digital change with operational leadership • Further development of the strategy to bring greater efficiencies to our staff and patients • Robust management and oversight of both the Cyber threat and the UKCloud situation	• Digital funding increase required to deliver digital maturity • Fragility of some of current infrastructure and ensuring we can continue to operate whilst delivering new technology • Recruiting and retaining staff has become more challenging than before Covid due to growth in digital services globally • Volatile nature of the marketplace following Covid has seen several companies fold. Our Cloud provider is currently in very weak trading position and will probably cease trading in Q2 2022 • Post Covid increase in cyber activity is now coupled with the emergence of Log4j and the Ukrainian/Russian conflict pushing up the risk of a potential cyber-crime • Various estates challenged areas noted by the CQC need to be urgently resolved	• Digital Strategy Board monitoring delivery of this year's programme including benefits realisation and cyber security, and monitoring new risks that emerge • Remedial infrastructure plan (network and wifi) now centrally funded to improve connectivity on the most affected sites until the larger programme is initiated • Strategies for both digital and estates will be linked and overseen to ensure compliance • Solutions Board and DTOB ensures digital team priorities remain aligned to the operational challenges and reprioritises where necessary • Gold command approach established to monitor the UKCloud position via the Executive team with regular updates being provided • Cloud Migration Board established to monitor migration of Trust data to the new AWS platform prior to the cessation of UKCloud trading • Log4j and the global Cyber risk linked to the Ukrainian/Russian conflict being tracked and managed by the CTO and the NHSX Cyber Team as part of a global search and secure approach