

Insights Report

Meeting:	Digital, Data and Innovation Group
Chair / SRO Lead:	Debra Gray - Principal and CEO, Hull College
Executive Lead / SRO Lead:	Nigel Wells
Date of Meeting/s:	24 December 2025
Sub Committees / Groups aligned to:	Digital SLC, IRIS SLT

Key topics discussed in the meeting:

- Ongoing and upcoming changes to the ICB structure, including a consultation process affecting all areas, with a focus on digital, data, innovation, and research functions.
- Implications of the new ICB model, budget constraints (£19 per head), and the impact on team structures and responsibilities.
- Emotional and operational impact of restructuring on staff, including reductions in team sizes and changes to reporting lines.
- The need for clarity on future roles and responsibilities between NHS England, the ICB, and system partners.
- Risks of losing capacity for digital leadership, data analytics, research, and innovation due to staffing reductions.
- Updates on EPR (Electronic Patient Record) implementation and recent successes.
- Data migration challenges due to changes in data warehousing support and the need for urgent solutions.
- The importance of articulating what services and functions can no longer be delivered under the new structure.

Key Achievements and Decisions to Highlight to the Board:

- Successful phased go-live of the EPR Nerve Centre at Harrogate, with positive feedback on clinical engagement and system stability.
- Agreement to collate challenges, suggestions, and solutions from group members to feed into the ongoing consultation process.
- Commitment to share consultation documentation and proposed structures with the group for transparency and collective input.
- Recognition of the need to clearly identify and communicate which functions and services will no longer be deliverable due to reduced capacity, especially in digital, data, research, and innovation.
- Ongoing collaboration with regional and system partners to address transition and gap analysis, particularly in areas like data analytics and research.

Escalation of Critical Risks and Issues:

Priority highlights:

- Significant reduction in digital, data, and innovation team sizes, raising concerns about the ability to meet statutory and strategic objectives.
- Uncertainty regarding future responsibilities and operating models for both the ICB and NHS England, creating risks of critical functions being dropped or inadequately resourced.
- Data migration risk: imminent need to move from the current Axiom data warehouse due to the withdrawal of support, requiring urgent focus and resources.

- Emotional and morale impact on staff due to restructuring, with risks of losing experienced personnel and institutional knowledge.
- The need for a clear plan to ensure statutory responsibilities for research, innovation, and cyber security are maintained despite resource constraints.

Overview of high-level risks (scored at 20 and above) on the risk register associated with this Group / Committee:

Risk ID	Risk Description	Mitigations	Current Risk Score
New	(Workforce) Significant reduction in team sizes for Digital, Data, and IRIS functions risks inability to deliver statutory and strategic objectives, including research and innovation.	<ul style="list-style-type: none"> • Ongoing consultation and feedback process. • Engagement with regional and system partners. • Identification and communication of functions at risk of being dropped. 	20
New	(Data) Imminent loss of Axiom data warehouse support requires urgent migration; risk of data access disruption and loss of development capacity.	<ul style="list-style-type: none"> • Exploring collaborative approaches for migration • Prioritising migration over development work • Ongoing risk escalation and monitoring. 	
A0001	(Digital) The Lack of Resource Capacity within system Digital teams will result in programme delivery being delayed and ICB\ICS Priorities not being delivered within desired timescales and organisational risk will increase	<ul style="list-style-type: none"> • All ICB Digital project managers in place within the Digital team. • Appropriate training courses are being booked for team members ICB • Digital priorities aggregated and continuing monitoring in place. 	20
A0008	(Digital) There is a risk that uncertainty and variability of funding for essential Digital / Technology Projects increases the risk of service failure / cyber risks / out of support services.	<ul style="list-style-type: none"> • Digital Team to manage central bidding process. • Regular attendance at NHSE Regional and national meetings to horizon scan. • Frequent updates to SLC, Digital Committee, and execs on funding position. • YHCR funding to be agreed with the partnership. • EPR funding discussions with NHSE underway • Continued monitoring in place 	20