

# Cyfarfod Bwrdd Lechyd a Gofal Digidol Cymru - Cyhoeddus

Thu 27 November 2025, 10:00 - 15:15

## Agenda

### 10:00 - 10:05 1. MATERION RHAGARWEINIOL

5 min

#### 1.1. Croeso a chyflwyniadau

I'w Nodi Cadeirydd

#### 1.2. Ymddiheuriadau am Absenoldeb

I'w Nodi Cadeirydd

#### 1.3. Datganiad o Fuddiannau

I'w Nodi Cadeirydd

### 10:05 - 10:10 2. AGENDA GYDSYNIO

5 min

#### 2.1. Cofnodion heb eu cadarnhau o Gyfarfod Bwrdd 29 Medi 2025

I'w Gymeradwyo Cadeirydd

i. Materion yn Codi

📄 2.1 DHCW SHA Board Minutes 29092025 v2-en-cy-C.pdf (15 pages)

#### 2.2. Cofnod Gweithredu (0)

I'w Nodi Cadeirydd

#### 2.3. Blaengynllun Gwaith

I'w Nodi Cyfarwyddwr Materion Corfforaethol / Ysgrifennydd y Bwrdd

📄 2.3 SHA Board Forward Plan.pdf (5 pages)

#### 2.4. Fframwaith Ansawdd

I'w Gymeradwyo Cyfarwyddwr Cyllid Gweithredol

📄 2.4 Cover report for Quality Framework November 2025.pdf (5 pages)

### 10:10 - 10:40 3. PRIF AGENDA

30 min

#### 3.1. Cyflwyniad Gwrando a Dysgu ar y Cyd - Cyhoeddi Mynediad Agored

I'w Draffod Cyfarwyddwr Meddygol Gweithredol

📄 3.1 Open Access Publishing 27.11.25.pdf (4 pages)

### 10:40 - 10:55 4. I'W ADOLYGU

15 min

## 4.1. Adroddiad y Cadeirydd a'r Is-Gadeirydd Dros Dro

*I'w Draford Cadeirydd Dros Dro*

📄 4.1 Chair and Vice Chair Report November 2025.pdf (7 pages)

## 4.2. Adroddiad y Prif Swyddog Gweithredol

*I'w Draford Prif Swyddog Gweithredol*

📄 4.2 CEO Report November 2025.pdf (6 pages)

## 10:55 - 12:45 5. EITEMAU STRATEGOL

110 min

### 5.1. Diweddariad Fframwaith Sicrwydd y Bwrdd

*I'w Draford Cyfarwyddwr Materion Corfforaethol / Ysgrifennydd y Bwrdd*

📄 5.1 Board Assurance Framework - Nov 25 SHA.pdf (5 pages)

#### 5.1.1. Egwyl - 10 munud

### 5.2. Cynllun Tymor Canolig Integredig 2026/29

*I'w Nodi Cyfarwyddwr Gweithredol Strategaeth*

📄 5.2 DHCW-SHA Board IMTP Progress Nov 2025.pdf (6 pages)

### 5.3. Diweddariad Cynllun Gweithredu Adolygiad y Rhanddeiliaid

*I'w Draford Cyfarwyddwr Gweithredol Strategaeth*

📄 5.3 SRAP Update SHA - Nov 2025.pdf (7 pages)

#### 5.3.1. Egwyl Ginio – 30 munud

## 12:45 - 15:15 6. LLYWODRAETHU, RISG, PERFFORMIAD A SICRWYDD

150 min

### 6.1. Adroddiad Cyllid

*I'w Draford Cyfarwyddwr Gweithredol Cyllid*

📄 6.1 Finance Report Cover November 2025 D-01.pdf (10 pages)

### 6.2. Adroddiad Caffael Strategol

*I'w Gymeradwyo Cyfarwyddwr Gweithredol Cyllid*

📄 6.2 Strategic Procurement 2025.pdf (7 pages)

### 6.3. Y Gofrestr Risg Gorfforaethol

*I'w Draford Cyfarwyddwr Materion Corfforaethol / Ysgrifennydd y Bwrdd*

- Dadansoddiad Tueddiadau Risg Corfforaethol Blynyddol

📄 6.3 Corporate Risk Register - Nov 25 SHA.pdf (7 pages)

#### 6.3.1. Egwyl – 10 munud

### 6.4. Adroddiad Perfformiad

*I'w Draford Cyfarwyddwr Gweithredol Cyllid*

 6.4 SHA Performance Report Cover Sheet 2510.pdf (7 pages)

## 6.5. Asesiad Strwythuredig 2025

*Er Sicrwydd*      *Cyfarwyddwr Materion Corfforaethol / Ysgrifennydd y Bwrdd Archwilio Cymru*

 6.5 Structured Assessment 2025.pdf (6 pages)

### 6.5.1. Egwyl – 10 munud

## 6.6. Diweddariad Uwchgyfeirio IGDC

*Er Sicrwydd*      *Cyfarwyddwr Materion Corfforaethol / Ysgrifennydd y Bwrdd*

 6.6 Escalation Board Update.pdf (7 pages)

## 6.7. Adroddiad Crynhoi Cynnydd y Pwyllgor Archwilio a Sicrwydd

*Er Sicrwydd*      *Cadeirydd y Pwyllgor*

 6.7 A&A Highlight Report.pdf (5 pages)

## 6.8. Adroddiad ar Brif Bwyntiau'r Pwyllgor Cyflawni Rhaglenni

*Er Sicrwydd*      *Cadeirydd y Pwyllgor*

 6.8 PDC Highlight Report Updated.pdf (5 pages)

15:15 - 15:15

0 min

## 7. MATERION I GLOI

### 7.1. Unrhyw Faterion Brys Eraill

*I'w Draford*      *Cadeirydd*

### 7.2. Dyddiad y Cyfarfod Nesaf Dydd Iau 29 Ionawr 2026

*I'w Nodi*      *Cadeirydd*

## Cyfarfod Bwrdd AIA IGDC – Cofnodion Cyhoeddus Heb eu Cadarnhau

Cofnodion cyfarfod Bwrdd Awdurdod Iechyd Arbennig (AIA) Iechyd a Gofal Digidol Cymru (IGDC) a gynhaliwyd ddydd Llun 29 Medi 2025 fel cyfarfod rhithwir a ddarledwyd yn fyw drwy Zoom.

 11:00 – 15:30

 29 Medi 2025

 ZOOM

Aelodau'n Bresennol	Blaenlythrennau	Teitl	Sefydliad
Simon Jones	SJ	Cadeirydd	IGDC
Ruth Glazzard	RG	Is-gadeirydd y Bwrdd	IGDC
Ifan Evans	IE	Cyfarwyddwr Gweithredol Strategaeth	IGDC
Paul Evans	PE	Aelod Cyswilt o'r Bwrdd – Undeb Llafur	IGDC
Rowan Gardner	RG	Aelod Annibynnol	IGDC
Sam Hall	SH	Cyfarwyddwr Gwasanaethau Digidol Gofal Sylfaenol, Cymunedol ac Iechyd Meddwl	IGDC
Rhidian Hurle	RH	Cyfarwyddwr Meddygol Gweithredol	IGDC
Marilyn Bryan Jones	MBJ	Aelod Annibynnol	IGDC
Marian Wyn Jones	MWJ	Aelod Annibynnol	IGDC
Sam Lloyd	SL	Cyfarwyddwr Gweithredol Gweithrediadau	IGDC
Alistair Klaas Neill	AKN	Aelod Annibynnol	IGDC
Claire Osmundsen-Little	COL	Dirprwy Brif Swyddog Gweithredol   Cyfarwyddwr Gweithredol Cyllid	IGDC
David Selway	DS	Aelod Annibynnol	IGDC
Helen Thomas	HT	Prif Swyddog Gweithredol	IGDC

Yn bresennol	Blaenlythrennau	Teitl	Sefydliad
Chris Darling	CD	Cyfarwyddwr Materion Corfforaethol   Ysgrifennydd y Bwrdd	IGDC

Cyfarfod Bwrdd AIA IGDC 29 Medi 2025 – Cynhyrchwyd y cofnodion gyda chymorth Co-Pilot.

Samantha Morgan	SM	Cyfarwyddwr Pobl a Datblygu Sefydliadol	IGDC
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Yn arsylwi	Teitl	Sefydliad
Ella James	Swyddog Cyfathrebu	IGDC
Anwen Williams	Swyddog Cyfathrebu	IGDC
Nerys Hurford	Cyfieithydd	Gwasanaethau Cyfieithu
Keith Reeves	Arweinydd Rheoli Gwasanaeth	IGDC
Julie Robinson	Cydlynnydd Llywodraethu Corfforaethol (Ysgrifenyddiaeth)	IGDC
Michelle Sell	Cyfarwyddwr Rhaglenni ac Ymgysylltu	IGDC
Laura Tolley	Pennaeth Llywodraethu Corfforaethol   Dirprwy Ysgrifennydd y Bwrdd	IGDC

Ymddiheuriadau	Teitl	Sefydliad
Marian Wyn Jones	Aelod Annibynnol	IGDC

Acronymau			
IGDC	Iechyd a Gofal Digidol Cymru	AIA	Awdurdod Iechyd Arbennig
PSG	Prif Swyddog Gweithredol	ABLI	Achos Busnes Llawn
AA	Aelod Annibynnol	CTCI	Cynllun Tymor Canolig Integredig
LIC	Llywodraeth Cymru	DG&S	Y Pwyllgor Llywodraethu a Diogelwch Digidol
A&A	Y Pwyllgor Archwilio a Sicrwydd	PDC	Pwyllgor Cyflawni Rhaglenni
NDR	Adnodd Data Cenedlaethol	POD	Pobl a Datblygu Sefydliadol
INPS	In Practice Systems	WICIS	System Wybodaeth Gofal Dwys Cymru
NTA	Y Saerniaeth Darged Genedlaethol	MT	Meddyg Teulu
RISP	Rhaglen y System Gwybodeg Radioleg	LIMS	System Rheoli Gwybodaeth Labordy
DM	Digwyddiad Mawr (Major Incident)	Ch1, Ch2...	Chwarter 1, Chwarter 2...

AED	Adeiladu Ein Dyfodol	BIPCF	Bwrdd Iechyd Prifysgol Caerdydd a'r Fro
CLGau	Cytundebau Lefel Gwasanaeth	EHR	Cofnod Iechyd Electronig
DDaT	Digidol, Data a Thechnoleg	AChA	Amcanion a Chanlyniadau Allweddol
DPA	Dangosyddion Perfformiad Allweddol	EPS	Gwasanaeth Presgripsiynau Electronig
BIP	Bwrdd Iechyd Prifysgol	AI	Deallusrwydd Artiffisial
GDaD	Digidol a Data y Llywodraeth	RATS	Y Pwyllgor Tâl a Thelerau Gwasanaeth
LPF	Fforwm Partneriaeth Lleol	WPOCT	Profion Pwynt Gofal Cymru
MoU	Memorandwm Cyd-ddealltwriaeth	WIS	System Imiwneiddio Cymru
RADIS	System Gwybodaeth Radioleg Cymru		

Rhif yr Eitem	Manylion yr Eitem	Canlyniad	Cam Gweithredu
<b>RHAN 1 – MATERION RHAGARWEINIOL</b>			
1.1	<p><b>Croeso ac Ymddiheuriadau</b></p> <p>Croesawodd y Cadeirydd bawb yn ddwyieithog i gyfarfod Bwrdd AIA IGDC a chadarnhaodd fod y cyfarfod yn cael ei ddarlledu'n fyw dros Zoom. Estynnwyd croeso arbennig i Paul Evans, a oedd wedi cymryd yr awenau fel Aelod Cyswllt o'r Bwrdd o ran Undeb Llafur, ar gyfer ei gyfarfod cyntaf. Yn ogystal, byddai'r recordiad ar gael drwy <a href="#">wefan IGDC</a> ar gyfer unrhyw unigolion na fyddent yn gallu cael mynediad i'r cyfarfod byw.</p> <p>Darparodd y Cadeirydd hysbysiadau cadw tŷ ynghylch agweddau technegol ffrydio byw'r cyfarfod, y seibiannau arfaethedig, a'r defnydd o'r agenda cydsynio ar gyfer eitemau 2.1 i 2.8.</p>	Nodwyd	Dim i'w nodi
1.2	<p><b>Ymddiheuriadau am Absenoldeb</b></p> <p>Cofnodwyd ymddiheuriadau gan:</p> <ul style="list-style-type: none"> <li>Marian Wyn Jones, Aelod Annibynnol</li> </ul>	Ddim yn berthnasol	Dim i'w nodi
1.3	<p><b>Datganiadau o Fuddiant</b></p> <p>Nid oedd unrhyw ddatganiadau o fuddiant.</p>	Ddim yn berthnasol	Dim i'w nodi
<b>RHAN 2 – AGENDA GYDSYNIO</b>			
2.1	<p>Cofnodion heb eu cadarnhau o Gyfarfod Bwrdd <a href="#">31 Gorffennaf 2025</a></p> <p>i. Materion sy'n Codi</p>	Cymeradwyd	Dim i'w nodi

	<p>Cymeradwywyd cofnodion 31 Gorffennaf 2025 yn amodol ar un gwelliant bach a oedd wedi'i gynnwys yn y set o gofnodion a gadarnhawyd.</p> <p>Gellir gwyltio cyfarfod y Bwrdd yn llawn isod neu drwy ddilyn y ddolen yn y teitl.</p>  <p><b>Penderfynodd y Bwrdd:</b> <b>GYMERADWYO</b> cofnodion Cyfarfod y Bwrdd 31 Gorffennaf 2025.</p>		
2.2	<p><b>Cofnod Gweithredu (0)</b> Nid oedd camau gweithredu cyhoeddus ar y cofnod. <b>Penderfynodd y Bwrdd:</b> <b>NODI'R</b> Cofnod Gweithredu.</p>	Nodwyd	Dim i'w nodi
2.3	<p><b>Blaengynllun Gwaith</b> <b>Penderfynodd y Bwrdd:</b> <b>NODI'R</b> Blaengynllun Gwaith.</p>	Nodwyd	Dim i'w nodi
2.4	<p><b>Enillion Meintiol Datgarboneiddio 2024-25</b> <b>Penderfynodd y Bwrdd:</b> <b>DDERBYN</b> Enillion Meintiol Dadgarboneiddio 2024-25 er SICRWYDD.</p>	Sicrwydd	Dim i'w nodi
2.5	<p><b>Datganiad EFPMS 2024-25</b> <b>Penderfynodd y Bwrdd:</b> <b>DDERBYN</b> Datganiad EFPMS 2024-25 er SICRWYDD.</p>	Sicrwydd	Dim i'w nodi
2.6	<p><b>Adroddiad Blynyddol Cynllun Iaith Gymraeg</b> <b>Penderfynodd y Bwrdd:</b> <b>GYMERADWYO</b> Adroddiad Blynyddol Cynllun Iaith Gymraeg.</p>	Cymeradwy wyd	Dim i'w nodi
2.7	<p><b>Adroddiad Diweddarau Ystadau</b> <b>Penderfynodd y Bwrdd:</b> <b>NODI'R</b> Diweddariad Ystadau</p>	Nodwyd	Dim i'w nodi
2.8	<p><b>P985 – Amnewid Set Offer ITSM</b> <b>Penderfynodd y Bwrdd:</b></p>	Cymeradwy wyd	Dim i'w nodi

PRIF AGENDA

I'W DRAFOD

3.1	<p><b>Cyflwyniad Gwrando a Dysgu a Rennir</b></p> <ul style="list-style-type: none"> <li><b>Adroddiad Blynyddol y Grŵp Dysgu ac Adolygu Digwyddiadau</b></li> </ul> <p>Cyflwynodd Rhidian Hurle (RH), Cyfarwyddwr Meddygol Gweithredol, Adroddiad Blynyddol y Grŵp Dysgu ac Adolygu Digwyddiadau, gyda Keith Reeves (KR), Arweinydd Rheoli Gwasanaeth, a gyflwynodd set o sleidiau.</p> <ul style="list-style-type: none"> <li>Rhoddodd y cyflwyniad drosolwg o'r Grŵp Dysgu ac Adolygu Digwyddiadau: ei statws presennol, ei darddiad, ei gyfeiriad yn y dyfodol, a'r gwersi a ddysgwyd.</li> <li>Sefydlwyd y grŵp yn 2021.</li> <li>Diben y grŵp yw gwasanaethu fel un corff adrodd ar gyfer pob agwedd ar adolygu a dysgu cysylltiedig ar draws y sefydliad.</li> <li>Yr her gychwynnol oedd darganfod sut i nodi a rhannu dysgu yn effeithiol ledled y sefydliad.</li> <li>Cymharwyd ffurfio'r grŵp â datrys pos—yn canolbwyntio ar gysylltu a lledaenu dysgu.</li> <li>Disgrifir y cysyniad o "gylch bywyd" fel proses o welliant parhaus.</li> <li>Ym mhob cam o'r broses, mae'r sefydliad yn canolbwyntio ar nodi cyfleoedd i wella.</li> <li>Mae ymrwymiad parhaus i wella a dysgu sefydliadol.</li> </ul> <p>Cafodd y Bwrdd ei annog i weld y cynnydd a'r gwelliannau diweddar a wnaed. Cafwyd trafodaeth ar natur gwella parhaus o fewn y sefydliad, gan gwestiynu'n benodol a oedd yr ymdrechion gwella hyn wedi'u sbarduno gan ddigwyddiadau yn unig neu a oedd dull rhagweithiol o atal problemau cyn iddynt godi. Ymatebodd KR nad oedd adolygiadau a gwelliannau yn dibynnu'n llwyr ar ddigwyddiadau; gallent gael eu cychwyn gan ddigwyddiad neu adborth arwyddocaol fel gweithredu rhaglen newydd o fewnwelediadau o arolygon staff.</p> <p>Parhaodd KR fod y timau ansawdd yn cymryd rhan weithredol yn y grŵp a bod allbynnau o weithgareddau gwella wedi'u hintegreiddio i brosesau adrodd ar ansawdd.</p> <p>Nododd David Selway (DS), Aelod Annibynnol, y cyfeiriwyd at Grŵp Dysgu Digidol Cymru gyfan yn y cyflwyniad ac, er bod lleoliadau clinigol wedi sefydlu grwpiau ar gyfer adolygu digwyddiadau, nad oedd menter debyg wedi bod ar gyfer dysgu digidol. Er gwaethaf gweithredu amrywiol systemau digidol, nodwyd bod llywodraethu o amgylch rheoli a rhannu gwersi a ddysgwyd yn anghyson ac yn aml yn cael ei sbarduno gan ddigwyddiadau. Bwriad y grŵp oedd gwella hyn drwy gynnwys</p>	<p>Derbyniwyd a Thrafodwyd</p>	<p>Dim i'w nodi</p>
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<p>byrddau iechyd mewn sgysrsiau parhaus gyda'r nod o ddatblygu dull mwy strwythuredig tuag at ddigidol.</p> <p>Awgrymwyd y gallai KR fynd i gyfarfod Rhwydwaith Digidol Aelodau Annibynnol yn y dyfodol i gynorthwyo gyda hyn.</p> <p>Sicrhawyd y Bwrdd fod aelodaeth amrywiol yn y grŵp gyda chynrychiolwyr o bob adran a chyfarwyddiaeth yn cael eu hannog i gyfrannu at welliannau.</p> <p>Rhoddodd KR ddiweddariad ar y ffordd y cyflwynwyd y broses adolygu gan gymheiriaid, a oedd i wella dysgu yn hytrach na chanolbwyntio ar faes penodol. Roedd adolygiadau ar agor i staff ar wahanol lefelau band, nid uwch reolwyr yn unig. Fodd bynnag, sylwyd bod angen i staff iau wella ansawdd eu cyflwyniadau ac adolygiadau weithiau. I fynd i'r afael â hyn, cynhelir adolygiadau gan gymheiriaid gyda rheolwyr sy'n rhoi adborth ac yn helpu i nodi pwyntiau dysgu ac argymhellion.</p> <p>Yn olaf, ychwanegodd Michelle Sell (MS), Cyfarwyddwr Rhaglenni ac Ymgysylltu, fod y grŵp wedi dod o sefyllfa lle'r oedd yn canolbwyntio'n dechnegol iawn ond ei fod bellach yn gweithio'n rhagweithiol iawn ar bob agwedd ar draws y sefydliad. Roedd sylfeini da yn eu lle, ond cydnabuwyd bod mwy o waith i'w wneud bob amser.</p> <p><b>Penderfynodd y Bwrdd:</b></p> <p><b>DDERBYN a THRAFOD</b> y Cyflwyniad Gwrando a Dysgu ar y Cyd o Adroddiad Blynyddol y Grŵp Dysgu ac Adolygu Digwyddiadau</p>		
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**RHAN 4 - I'W ADOLYGU**

<p>4.1</p>	<p><b>Adroddiad y Cadeirydd a'r Is-gadeirydd</b></p> <p>Cyn cyflwyno uchafbwyntiau'r adroddiad, myfyriodd y Cadeirydd mai dyma oedd ei gyfarfod olaf a diolchodd i'r tîm Gweithredol ac am yr holl gefnogaeth gan yr Aelod Annibynnol dros y pedair blynedd diwethaf, yn ogystal â'r timau yr oedd wedi gweithio gyda nhw yn ystod ei dymor fel Cadeirydd.</p> <p>Cafodd y prif bwyntiau canlynol eu cynnwys yn yr adroddiad: -</p> <ul style="list-style-type: none"> <li>• Adolygiad Diwedd Blwyddyn Prif Swyddog Gweithredol IGDC gyda Chadeirydd IGDC a Phrif Weithredwr / Cyfarwyddwr Cyffredinol Iechyd a Gofal Cymdeithasol GIG Cymru</li> <li>• Trafodaethau Aelodau Annibynnol IGDC</li> <li>• Sesiynau Datblygu'r Pwyllgor Cyflawni Rhaglenni</li> <li>• Is-gadeirydd IGDC / Trosglwyddo Cadeirydd Myfyrdodau Diwedd Cyfnod</li> </ul> <p><b>EITEMAU'R IS-GADEIRYDD</b></p> <ul style="list-style-type: none"> <li>• Cyfarfodydd Grŵp Cyfoedion yr Is-gadeirydd</li> <li>• Trefniadau Bwrdd Dros Dro</li> </ul> <p><b>Penderfynodd y Bwrdd:</b></p>	<p>Derbyniwyd a Thrafodwyd.</p>	<p>Dim i'w nodi</p>
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	<b>DDERBYN</b> cynnwys adroddiad y Cadeirydd a'r Is-gadeirydd.		
4.2	<p><b>Adroddiad y Prif Swyddog Gweithredol</b></p> <p>Cyflwynodd Helen Thomas (HT), Prif Swyddog Gweithredol, adroddiad y Prif Weithredwr, gan ddarparu'r uchafbwyntiau canlynol:</p> <ul style="list-style-type: none"> <li>• Prif Weithredwr newydd y GIG a Chyfarwyddwr Cyffredinol y grŵp Iechyd a Gwasanaethau Cymdeithasol, Jacqueline Totterdale, yn ymuno o GIG Lloegr.</li> <li>• Roedd y broses CTCI yn cael ei mireinio a gellir gweld rhai addasiadau bach i rai o'r cenadaethau a'r portffolios. Byddai diweddariad yn cael ei gyflwyno i gyfarfodydd yn y dyfodol.</li> <li>• Roedd y Grŵp Arweinyddiaeth Data a Thechnoleg Digidol (DDaT) wedi cyfarfod ddwywaith ers y Cyfarfod Bwrdd diwethaf. Roedd ffocws ar y meysydd blaenoriaeth fel y'u hamlinellwyd gan Ysgrifennydd y Cabinet a'r Gweinidog.</li> <li>• Cynhaliwyd digwyddiad y 4+ Nation gan IGDC yng Nghaerdydd yn ddiweddar, a oedd yn cyd-daro â'r Fforwm Data Iechyd. Roedd yn amser cynhyrchiol a dreuliwyd gyda chydweithwyr o bob cwr o'r DU a Gweriniaeth Iwerddon.</li> </ul> <p>Nododd y Bwrdd fod y broses CTCI wedi cychwyn a holodd a oedd symudiadau wedi'u gwneud i'w halinio â'r llythyr Cylch Gwaith a roddwyd. Disgwylir iddynt gael eu cwblhau erbyn diwedd mis Mawrth. Y bwriad oedd cytuno ar lythyr Cylch Gwaith drafft cyn y Nadolig ar yr un pryd â fframwaith y CTCI. Y flaenoriaeth oedd cadarnhau strwythur y CTCI a bydd Llywodraeth Cymru yn cyfleu eu newidiadau a fydd yn cael eu hymgorffori ym mis Ionawr.</p> <p><b>Penderfynodd y Bwrdd:</b></p> <p><b>DDERBYN</b> cynnwys adroddiad y Prif Weithredwr.</p>	Derbyniwyd a Thrafodwyd	Dim i'w nodi

## RHAN 5 – EITEMAU STRATEGOL

5.1	<p><b>Cynllun Cyflawni Digidol a Data ar gyfer Iechyd Meddwl gyda'r Rhaglen Strategol ar gyfer Iechyd Meddwl</b></p> <p>Cyflwynodd Sam Hall (SH), Cyfarwyddwr Gofal Sylfaenol, Cymunedol ac Iechyd Meddwl, yr adroddiad a thynnodd sylw at y pwyntiau allweddol canlynol.</p> <ul style="list-style-type: none"> <li>• Deilliodd y gwaith o'r angen i ddeall y dirwedd bresennol yng Nghymru yn well, yn enwedig o ran llywodraethu data iechyd a gofal, trawsnewid digidol a'r heriau sy'n wynebu'r boblogaeth.</li> <li>• Roedd set ddata genedlaethol ar gyfer iechyd meddwl yn cael ei gweithio arni a fyddai'n rhoi darlun clir o'r sefyllfa iechyd meddwl ledled Cymru.</li> <li>• Wrth edrych ar offer digidol a datrysiadau digidol, roedd yn</li> </ul>	Nodwyd	Dim i'w nodi
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Cyfarfod Bwrdd AIA IGDC 29 Medi 2025 – Cynorthwywyd gan Copilot

	<p>bwysig cefnogi'r elfen ddynol, h.y. wyneb yn wyneb. Pe bai pobl yn gwella wrth ddefnyddio offer digidol, byddai'n rhyddhau capasiti mewn mannau eraill yn y system.</p> <p>Canolbwyntiodd y trafodaethau ar y canlynol:</p> <ul style="list-style-type: none"> <li>• Pryder ynghylch a oedd manteision cynllun uchelgeisiol yn cael eu cyfleu'n effeithiol, yn enwedig mewn amgylchedd gwleidyddol iawn. Pwysleisiodd y drafodaeth bwysigrwydd ymchwilio i ddealltwriaeth fanwl o sut mae'r manteision hyn yn trosi'n fuddsoddiad diogelwch sy'n angenrheidiol ar gyfer newid.</li> <li>• P'un a oedd cynllunio'n gwahaniaethu rhwng pobl hŷn fregus a phobl iau, o ystyried y gydberthynas gryfach rhwng dirywiad corfforol a meddyliol mewn poblogaethau hŷn, cadarnhawyd bod cynlluniau'n ystyried y gwahaniaethau hyn.</li> <li>• Y potensial i ap GIG Cymru gefnogi hunanofal, yn enwedig ymhlith pobl iau. Roedd pwyslais ar sicrhau bod offer ac apiau digidol wedi'u sicrhau'n glinigol a'u cefnogi gan GIG Cymru, a oedd yn darparu lefel o gysur i ddefnyddwyr.</li> <li>• Pwysleisiwyd pwysigrwydd ymyrraeth gynnar mewn iechyd meddwl, gan nodi y gall offer digidol chwarae rhan sylweddol oherwydd eu hamseroldeb a'u hargaeledd.</li> <li>• Mae gan Is-gadeiryddion byrddau iechyd eitem sefydlog ar yr agenda i drafod gwaith iechyd meddwl, gan sicrhau aliniad strategol a chyfathrebu clir o amcanion ar lefel y Bwrdd.</li> </ul> <p><b>Penderfynodd y Bwrdd:</b></p> <p><b>NODI'R</b> Cynllun Cyflawni Digidol a Data ar gyfer Iechyd Meddwl gyda'r Rhaglen Strategol ar gyfer Iechyd Meddwl</p>		
5.2	<p><b>Diweddariad y Gyfarwyddiaeth Gweithrediadau Strategol</b></p> <p>Cyflwynodd Sam Lloyd (SL), Cyfarwyddwr Gweithredol Gweithrediadau, y Diweddariad gan y Gyfarwyddiaeth Gweithrediadau Strategol a thynnodd sylw at y pwyntiau allweddol canlynol:</p> <ul style="list-style-type: none"> <li>• Trawsnewid Gweithrediadau a Model Gweithredu – mae'r gyfarwyddiaeth yn agosáu at gam olaf ei thrawsnewidiad strwythurol, gan ganolbwyntio ar optimeiddio dyluniad sefydliadol, sefydlu galluoedd hanfodol a rolau arweinyddiaeth allweddol.</li> <li>• Hwb Integreiddio – mae integreiddio yn rôl bwysig, yn enwedig ar gyfer rhaglenni mawr fel LIMs a RISP. Roedd gwasanaeth integreiddio modern, brodorol i'r cwmwl yn cael ei ddatblygu i ddisodli systemau perchnogol, gan symud tuag at ddull sy'n canolbwyntio ar API ar gyfer cysylltiadau system iechyd digidol diogel a graddadwy.</li> <li>• Atgyfeiriadau Electronig – mae atgyfeiriadau electronig yn</li> </ul>	Nodwyd	Dim i'w nodi

lleihau risg glinigol ac yn gwella cyfathrebu rhwng darparwyr gofal.

- Rhaglen Pontio i'r Cwmwl – mae pontio i'r cwmwl yn allweddol i foderneiddio gweithrediadau, gwella seiberddiogelwch, cyflymder cyflawni, gwelededd a rheolaeth costau.
- Offeryn Rheoli Gwasanaethau TG – roedd cymeradwyaeth wedi'i derbyn i symud o offer ITSM a ddatblygwyd yn fewnol i atebion masnachol parod, gan ddatgloi cyfleoedd ar gyfer awtomeiddio, hunanwasanaeth, ffurfweddiad gwell, seiberddiogelwch a rheoli rhyddhau/newid.
- Integreiddio Copilot a Deallusrwydd Artiffisial – Mae Microsoft Copilot yn cael ei ddefnyddio i wella cynhyrchiant. Mae tua 100 o drwyddedau wedi'u prynu, gan dargedu achosion defnydd penodol.
- Strategaeth API – mae map ffordd API, catalog a phorth datblygwyr wedi'u creu gyda phroses ymsefydlu safonol ar gyfer cwsmeriaid y Bwrdd Iechyd.
- Mapio Ffordd Strategol – mae teuluoedd a phortffolios cynnyrch wedi'u sefydlu, ac mae gwaith ar y gweill i ddatblygu mapiau ffordd cynnyrch a gyhoeddir yn allanol sy'n gysylltiedig â straeon defnyddwyr a chanlyniadau busnes sy'n cyd-fynd â phortffolios y CTCL.
- Nodiadau Gweithrediad Digidol ym Mhorth Clinigol Cymru – mae datblygiad nodiadau gweithrediad digidol o fewn y platfform cofnod sengl ar y gweill, gan gefnogi sganio er diogelwch a gwelededd cenedlaethol dyfeisiau wedi'u mewnlannu.

Trafododd y Bwrdd y gwaith sy'n cael ei wneud ac a oedd cyllid diogel ar gyfer y ddwy raglen, h.y. yr Hwb Integreiddio a'r system Atgyfeirio Sengl.

Mae'r tîm wedi mabwysiadu dull hyblyg o gyflwyno rhaglenni, gan ddewis peidio â gofyn am yr holl gyllid drwy achos busnes ond yn hytrach symud ymlaen drwy'r dull Discovery Alphas Beta. Gan sicrhau bod gwerth yn cael ei ddarparu ym mhob cam. Ar hyn o bryd mae'r ddau wasanaeth yn cael eu cyflwyno i'r cyfnod Beta gyda chyllid wedi'i sicrhau ar gyfer y galluoedd hyn.

Mynegodd Ruth Glazzard (RG), Is-gadeirydd, werthfawrogiad am welededd mentrau parhaus ar lefel y Bwrdd, gan nodi, er bod llawer o arloesiadau wedi'u cyflawni, fod heriau wedi bod gyda diweddarau – yn enwedig lle mae byrddau iechyd wedi cael trafferth i weithredu newidiadau'n gyflym. Y pryder oedd bod hyd yn oed y datrysiadau gorau yn gyfyngedig gan y gallu i'w cyflwyno'n effeithiol.

Cytunodd RH y dylai pob bwrdd iechyd brofi cynhyrchion yn annibynnol a all arafu cynnydd oherwydd adnoddau tîm digidol cyfyngedig a blaenoriaethau gwahanol.

Pan ofynnwyd iddo nodi datblygiadau a fyddai'n gwella effeithlonrwydd a diogelwch fwyaf, tynnodd RH sylw at Geisiadau

	<p>Prawf Electronig ar gyfer Radioleg a Phatholeg, Nodiadau Llawdriniaeth Electronig, Cerdyn Rhestr Aros Canlyniadau a Dilyniant a Gychwynnir gan y Claf (PIFU).</p> <p>Cydnabu Claire Osmundsen-Little (CO-L), Cyfarwyddwr Gweithredol Cyllid, y trawsnewidiad gweithredol uchelgeisiol sydd ar y gweill, gan gynnwys haenau integreiddio a mudo cwmwl, y disgwylir iddynt ddarparu manteision ariannol ac effeithlonrwydd.</p> <p>Mae ymdrechion i asesu manteision a buddion ar draws y system yn mynd rhagddynt yn dda ar draws y saerïaeth genedlaethol, gyda thua 1,500 o systemau wedi'u mapio hyd yn hyn. Mae momentwm cynyddol ymhlith penseiri yng Nghymru, a disgwylir i hyn sbarduno cynnydd pellach. Bydd symud tuag at un system unedig yn ganlyniad allweddol i'r gwaith hwn.</p> <p><b>Penderfynodd y Bwrdd:</b></p> <p><b>NODI</b> Diweddariad y Gyfarwyddiaeth Gweithrediadau Strategol.</p>		
5.3	<p><b>Adroddiad y Cynllun Cydraddoldeb Strategol</b></p> <p>Cyflwynodd Samantha Morgan (SM), Cyfarwyddwr Pobl a Datblygu Sefydliadol, yr Adroddiad ar y Cynllun Cydraddoldeb Strategol.</p> <p>Tynnodd y diweddariad sylw at y cynnydd sylweddol a wnaed yn erbyn pum ymrwymiad strategol IGDC yn y Cynllun Cydraddoldeb, gan bwysleisio ffocws y sefydliad ar gynhwysiant, dysgu, ac ymrwymiad gweladwy i gydraddoldeb, amrywiaeth, a chynhwysiant (EDI). Mae gan y Rhwydwaith EDI diwygiedig 39 o aelodau bellach, gan feithrin ymdeimlad cryf o gymuned a pherthyn trwy fentrau fel Cinio Treftadaeth De Asia a Her Cami i'r Haf. Mae adborth ansoddol gan staff yn tanlinellu gwerth y rhwydweithiau a'r digwyddiadau hyn wrth greu manau diogel a chefnogi twf proffesiynol a phersonol. Mae'r sefydliad hefyd wedi ymateb yn rhagweithiol i ddadleuon cenedlaethol a newidiadau deddfwriaethol drwy gynnal sesiynau gofod diogel i staff a rheolwyr, sydd wedi cael derbyniad da.</p> <p>Mae'r sefydliad wedi mabwysiadu dull rhagweithiol o ymdrin ag addysg ac atebolrwydd mewn Cydraddoldeb, Amrywiaeth a Chynhwysiant (EDI), gan gyflwyno TENTalks a sesiynau sbotolau ar themâu fel niwroamrywiaeth, ffydd, a hanes balchder. Mae'r mentrau hyn wedi meithrin dealltwriaeth ddiwylliannol, tosturi a pharch, gan helpu i adeiladu diwylliant gweithle mwy cynhwysol.</p> <p>Mae data meintiol yn dangos tueddiadau cadarnhaol: mae amrywiaeth y gweithlu wedi cynyddu o 12% i 13%, gyda mwy o ymgeiswyr o gefndiroedd ethnig lleiafrifol yn cael eu rhoi ar y rhestr fer. Mae ymgysylltiad diweddar â Llywodraeth Cymru wedi tynnu sylw at welliannau mewn cynnydd cyfartal a gostyngiadau mewn aflonyddu, er bod y sefydliad yn cydnabod bod angen gwneud mwy o waith. Mae'r sgôr ambr gyfredol yn cyd-fynd â normau'r sector, ond mae arwyddion clir o gynnydd.</p>	Nodwyd	Dim i'w nodi

	<p><b>Penderfynodd y Bwrdd:</b> NODI Adroddiad y Cynllun Cydraddoldeb Strategol.</p>		
<b>RHAN 6 – LLYWODRAETHU, RISG, PERFFORMIAD A SICRWYDD</b>			
6.1	<p><b>Adroddiad Cyllid</b></p> <p>Cyflwynodd Claire Osmundsen-Little (COL), Cyfarwyddwr Gweithredol Cyllid, set o sleidiau ar sefyllfa ariannol IGDC.</p> <p>Roedd sefyllfa ariannol IGDC wedi gwella ers cyfarfod diwethaf y bwrdd, gan ddiolch i referniw ychwanegol a chyllid cyfalaf gan Lywodraeth Cymru. Roedd y sefydliad yn tanwario ar hyn o bryd ac mae'n disgwyl rhagori ar ei darged arbedion ar gyfer y flwyddyn. Roedd y rhan fwyaf o'r gwariant cyfalaf wedi'i gynllunio ar gyfer yn ddiweddarach yn y flwyddyn, gan ganolbwyntio ar flaenoriaethau digidol fel LIMS, RISP, a thrawsnewid i'r cwmwl. Mae'r risgiau allweddol yn cynnwys problemau adfer TAW gyda Microsoft, ansicrwydd ynghylch cyllid yn y dyfodol, ac effaith contractau tymor penodol os bydd cyllidebau'n cael eu gohirio. Er gwaethaf heriau parhaus, roedd IGDC ar y trywydd iawn i gyrraedd ei dargedau ariannol eleni.</p> <p>Nodwyd, wrth i'r flwyddyn fynd yn ei blaen, y byddai ansicrwydd ynghylch piblinellau ariannu yn y dyfodol, yn enwedig ar gyfer staff ar gontractau tymor penodol. Roedd grŵp gorchwyl a gorffen yn asesu'r effaith, a byddai risg i staff pe bai cymeradwyaeth y gyllideb yn cael ei gohirio oherwydd ffactorau gwleidyddol neu pe bai rhaglenni'n dod i ben heb eu hadnewyddu.</p> <p><b>Penderfynodd y Bwrdd:</b> DDERBYN a THRAFOD yr Adroddiad Cyllid.</p>	Derbyniwyd a Thrafodwyd	Dim i'w nodi
6.2	<p><b>Adroddiad Caffael Strategol</b></p> <p>Cyflwynodd CO-L y tri phapur dyfarnu contract: -</p> <ul style="list-style-type: none"> <li>i. P159.07 Microsoft Azure Consumption Commitment ("MACC")</li> <li>ii. P21.86 Medical Databases</li> <li>iii. P21.87 Health and Care Databases</li> </ul> <p>Trafododd a chefnogodd y Bwrdd y tri chontract, gan nodi'r pwysigrwydd strategol, y dull caffael a'r arbedion disgwylidig.</p> <p><b>Penderfynodd y Bwrdd:</b> GYMERADWYO'R canlynol</p> <p><b>P159.07 Microsoft Azure Consumption Commitment ("MACC")</b> <b>P21.86 Medical Databases</b> <b>P21.87 Health and Care Databases</b></p>		
6.3	<p><b>Y Gofrestr Risg Gorfforaethol ac Adroddiad Fframwaith Sicrwydd y Bwrdd</b></p> <p>Cyflwynodd CD adroddiad y Gofrestr Risg Gorfforaethol gan roi gwybod bod gan Gofrestr Risg Gorfforaethol IGDC 17 o risgiau ar y gofrestr ar hyn o bryd, ac roedd 14 ohonynt wedi'u manylu yn yr</p>	Derbyniwyd a Thrafodwyd	Dim i'w nodi

adroddiad a thair risg breifat a ystyriwyd ym mhob Pwyllgor Llywodraethu a Diogelwch Digidol.

Tynnodd CD sylw at y pwyntiau allweddol canlynol:-

- Ers cyfarfod diwethaf y Bwrdd nid oedd unrhyw risgiau newydd wedi'u hychwanegu, ac nid oedd unrhyw sgoriau risg wedi newid. Fodd bynnag, dilëwyd pedair risg: -

Roedd **DHCW 0345** a **DHCW0334** yn ymwneud â chyllid ar gyfer Gofal. Cafodd y risgiau eu lliniaru bellach oherwydd cyllid diogel.

Roedd **DHCW0340** a **DHCW0350** yn ymwneud â mudo systemau meddygon teulu. Datryswyd y risgiau yn dilyn gwerthu'r cwmni perthnasol a derbyn cyllid i gyflymu'r mudo i Optum. Amcangyfrifir bod 100 o bractisiau eisoes wedi trawsnewid ac roedd y tîm yn hyderus y byddai'r gwaith sy'n weddill wedi'i gwblhau erbyn mis Mai 2026.

Cydnabu SH ymdrechion sylweddol y tîm Gofal Sylfaenol i liniaru'r risgiau blaenoriaeth uchel hyn, yn enwedig mewn amgylchedd masnachol heriol.

Risgiau a chyllid parhaus: er bod y cyllid presennol wedi'i sicrhau, roedd risg yn parhau i fodoli i gyllid cynaliadwy ar gyfer y blynyddoedd i ddod, yn amodol ar gymeradwyaeth gan Lywodraeth Cymru. Roedd hwn yn bwnc allweddol mewn trafodaethau parhaus.

Trafodwyd dwy risg arall, **DHCW0333** Oedi wrth Weithredu Gofal Dwys, roedd yr holl weithgareddau ar y trywydd iawn heb unrhyw bryderon ychwanegol wedi'u codi. Yn ogystal, risg **DHCW0336** Audit+ a oedd bellach yn cael ei arwain gan Sam Hall. Roedd cynllun ar waith a phrototeip yn cael ei ddatblygu. Yr her fwyaf o amgylch Llywodraethu Gwybodaeth a thrin data oedd yn cael ei datrys gyda chefnogaeth gan dimau perthnasol a chydweithwyr yn Llywodraeth Cymru.

**Penderfynodd y Bwrdd:**

**DDERBYN** y Gofrestr Risg Gorfforaethol

6.4

**Adroddiad Perfformiad**



Cyflwynodd C-OL yr Adroddiad Perfformiad, gan dynnu sylw at yr eitemau canlynol:-

- Y meysydd Perfformiad Allweddol: erbyn diwedd mis Awst, cyflawnwyd 16 o gerrig milltir newydd, gyda chyfanswm o 111 wedi'u cwblhau hyd yma.
- Ni adroddwyd am unrhyw uwchgyfeirio i'r Bwrdd Rheoli gan PPMG ynghylch cwblhau cerrig milltir.
- Cyflwynwyd cynnydd ar y Saerniaeth Darged Genedlaethol, gyda phob Bwrdd lechyd yn cymryd rhan, yn yr IQPD.
- Cadarnhawyd cynllun mudo LIMs, gyda defnydd yn seiliedig ar ddisgyblaeth yn dechrau ym mis Hydref. Roedd Llywodraeth Cymru wedi cadarnhau cyllid ychwanegol. Yn ogystal, roedd RISP bellach ar waith mewn tri Bwrdd lechyd, gyda heriau gweithredu a


Derbyniwyd a Thrafodwyd

Dim i'w nodi

	<p>gweithredol parhaus yn cael eu datrys.</p> <ul style="list-style-type: none"> <li>• Roedd Ap y GIG yn symud ymlaen yn dda gyda swyddogaethau newydd ar y Map Ffordd Arian ac integreiddio i ofal sylfaenol ac iechyd meddwl.</li> <li>• Cytunwyd ar y cyllid ar gyfer mudo meddygon teulu ac roedd cyflymder hyn yn mynd rhagddo.</li> </ul> <p>Yn ogystal, nodwyd bod yr adroddiad hyd at ddiwedd mis Awst a bod ffocws penodol bellach ar ddiagnosteg a'r broses barhaus o ailgynllunio. Roedd cynllun lliniaru gweithredol ar gyfer y rhaglen LIMs oherwydd problemau presennol ac roedd ailgynllunio ar y gweill gyda'r cyflenwr. Mae rhai gweithrediadau disgyblaeth wedi'u gohirio i chwarter olaf y flwyddyn nesaf ac mae'r trallwysiad gwaed wedi'i drefnu ar gyfer chwarter cyntaf 2026-2027. Roedd yr oedi yn achosi rhai problemau mewn timau oherwydd yr amserlen brysur ar gyfer gweithrediadau mawr.</p> <p><b>Penderfynodd y Bwrdd:</b> <b>DDERBYN</b> yr Adroddiad Perfformiad.</p>		
6.5	<p><b>Statws Uwchgyfeirio IGDC</b></p> <p>Cyflwynodd CD ddiweddariad ar statws Uwchgyfeirio IGDC, a'r camau a gymerwyd ers symud o fonitro arferol Lefel 1 i fonitro uwch Lefel 3 ym mis Mawrth. Roedd y cynnydd yn gysylltiedig yn benodol â chyflawni rhaglenni mawr.</p> <p>Y gweithgareddau allweddol a'r cynnydd:</p> <ul style="list-style-type: none"> <li>• Cynhaliwyd diwrnod Uwch Arweinyddiaeth ar 3 Medi a hwyluswyd yn annibynnol ac a ganolbwyntiodd ar ddysgu gan chwe economi iechyd digidol rhyngwladol. Y nod oedd nodi arferion gorau a heriau i lywio teipoleg rhaglenni a dulliau masnachol IGDC.</li> <li>• Sefydlwyd grŵp Gorchwyl a Gorffen i ddatblygu gwersi a ddysgwyd, gan sicrhau asesiad cynnar ar gyfer llwyddiant a strategaethau masnachol priodol.</li> <li>• Ymgysylltu â Llywodraeth Cymru. Cyfarfodydd Ansawdd, Perfformiad a Chyflawni Integredig (IQPD) misol rheolaidd i asesu cynnydd yn erbyn cerrig milltir uwchgyfeirio.</li> <li>• Roedd Bwrdd DDaT yn dal i esblygu, gyda'i rôl a'i effeithiolrwydd dan adolygiad parhaus. Roedd ffocws ar sicrhau ei fod mewn sefyllfa dda i gefnogi anghenion llywodraethu a bod ei swyddogaeth yn cael ei deall yn eang ar draws y system ehangach.</li> </ul> <p>Trafodwyd y pedair carreg filltir cyn mis Medi lle cafwyd adborth gan Lywodraeth Cymru a oedd wedi effeithio ar y statws.</p> <p>Ystyriwyd bod tair carreg filltir wedi'u cwblhau, yn yr arfaeth cadarnhad terfynol gan Lywodraeth Cymru.</p> <p>Roedd dwy garreg fillter, a oedd i fod wedi'u cwblhau ym mis Medi, wedi'u cwblhau yn rhannol.</p> <p>Rhoddodd IE sicrwydd pellach i Aelodau'r Bwrdd ynghylch rheoli gweithgareddau parhaus a thynnodd sylw at y cydweithio agos â Llywodraeth Cymru i gynnal goruchwyliaeth a chyflawni'r</p>	Derbyniwyd er Sicrwydd	Dim i'w nodi

	<p>amcanion.</p> <p>Cadarnhaodd CD y bydd adroddiad yn cael ei gyflwyno i'r Pwyllgor Archwilio a Sicrwydd nesaf i amlinellu'r trefniadau a'r llywodraethiant a roddwyd ar waith yn sefydliadol mewn ymateb i'r cynnydd.</p> <p><b>Penderfynodd y Bwrdd:</b></p> <p><b>DDERBYN a THRAFOD y Diweddariad Uwchgyfeirio er SICRWYDD.</b></p>		
6.6	<p><b>Adroddiad ar Brif Bwyntiau Llywodraethu a Diogelwch Digidol</b></p> <p>Rhoddodd David Selway (DS), Is-gadeirydd y Pwyllgor Llywodraethu a Diogelwch Digidol, ddiweddariad ar lafar o'r cyfarfod a gynhaliwyd ar 21 Awst 2025.</p> <p>Am ragor o wybodaeth am Bwyllgor Llywodraethu a Diogelwch Digidol IGDC, dilynwch y ddolen yn y teitl neu sganiwch y cod QR.</p>  <p><b>Penderfynodd y Bwrdd:</b></p> <p><b>DDERBYN Adroddiad ar Brif Bwyntiau'r Pwyllgor Llywodraethu a Diogelwch Digidol er SICRWYDD.</b></p>	Derbyniwyd er Sicrwydd	Dim i'w nodi
6.7	<p><b>Y Pwyllgor Cyflawni Rhaglenni</b></p> <p>Rhoddodd David Selway (DS), Cadeirydd y Pwyllgor Cyflawni Rhaglenni, ddiweddariad ar lafar o'r cyfarfod a gynhaliwyd ar 4 Medi 2025.</p> <ul style="list-style-type: none"> <li>• Roedd y cyllid ar gyfer Cysylltu Gofal wedi'i sicrhau ond mynegwyd pryder ynghylch diogelwch y cyllid ar gyfer y defnydd, ac roedd hyn yn amodol ar gymeradwyaeth.</li> <li>• Trafodwyd y Cynllun Uwchraddio yn fanwl, a derbyniwyd y Fframwaith Topoleg a Masnachol.</li> </ul> <p>Am ragor o wybodaeth am Bwyllgor Cyflawni Rhaglenni IGDC, dilynwch y ddolen yn y teitl neu sganiwch y cod QR canlynol.</p>  <p><b>Penderfynodd y Bwrdd:</b></p> <p><b>DDERBYN Adroddiad ar Brif Bwyntiau'r Pwyllgor Cyflawni Rhaglenni er SICRWYDD.</b></p>	Derbyniwyd er Sicrwydd	Dim i'w nodi
6.8	<p><b>Adroddiad Crynhoi Cynnydd Pwyllgor Fforwm Partneriaeth Leol</b></p> <p>Cyflwynodd Sam Morgan (SM), Cyfarwyddwr Pobl a Datblygu Sefydliadol, yr adroddiad ar y prif bwyntiau gan nodi pwrpas y Pwyllgor a'r gwaith cadarnhaol mewn gwaith partneriaeth, a welir fel rhywbeth sy'n sbarduno'r amodau cywir ar gyfer llwyddiant ac yn rhoi egwyddor pobl yn gyntaf wrth wraidd y sefydliad.</p> <p>Rhoddodd Paul Evans, Aelod Cyswllt o'r Bwrdd, y wybodaeth ddiweddaraf am y dyfarniad cyflog. Mae UNITE (ac undebau eraill) wedi cytuno i oedi unrhyw bleidleisiau gweithredu diwydiannol,</p>		



	<p>gan eu bod wedi cael eu gwahodd gan lywodraeth y DU i drafodaethau ar yr Agenda ar gyfer Newid. Roedd gwrthwynebiad cryf ymhlith yr holl brif undebau llafur i'r cynnig i godi tâl o 3.6%, gyda gwahanol bleidleisiau gweithredu diwydiannol eisoes wedi'u cynnal.</p> <p>I gael rhagor o wybodaeth am y Pwyllgor Fforwm Partneriaeth Lleol, dilynwch y ddolen yn y teitl neu sganiwch y cod QR canlynol.</p>  <p><b>Penderfynodd y Bwrdd:</b></p> <p><b>DDERBYN</b> Adroddiad ar Brif Bwyntiau'r Pwyllgor Partneriaeth Leol er <b>SICRWYDD</b>.</p>		
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**RHAN 7 - MATERION I GLOI**

7.1	<p><b>Unrhyw Faterion Brys Eraill</b></p> <p>Nododd HT yr achlysur gan grybwyll mai dyma oedd cyfarfod olaf y Cadeirydd. Diolchodd iddo ar ran yr holl Weithredwyr a'r Bwrdd am ei gyngor doeth a'i gefnogaeth dros y pedair blynedd diwethaf a dymunodd y gorau iddo ar gyfer y dyfodol.</p>	Trafodwyd	Dim i'w nodi
7.2	<p><b>Dyddiad y Cyfarfodydd Nesaf:</b></p> <p>Dydd Iau 27 Tachwedd 2025</p> <p>Daethpwyd y cyfarfod i ben am 15:25</p>	Nodwyd	Dim i'w nodi

# IECHYD A GOFAL DIGIDOL CYMRU

## DIGITAL HEALTH AND CARE WALES

### FORWARD WORKPLAN REPORT

Eitem ar yr Agenda: Agenda Item:	2.3
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Chris Darling, Director of Corporate Affairs / Board Secretary
Paratowyd gan: Prepared By:	Julie Robinson, Corporate Governance Coordinator
Cyflwynwyd gan: Presented By:	Chris Darling, Director of Corporate Affairs / Board Secretary

Pwrpas yr Adroddiad: Purpose of the Report:	For Noting
Argymhelliad: Recommendation:	SHA Board is being asked to
NOTE the report	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL STRATEGIC MISSION</b>	All missions apply
<b>RISG GORFFORAETHOL (cyf, os yw'n briodol) CORPORATE RISK (ref if appropriate)</b>	
<b>ASESIAD O'R EFFAITH AR ANSAWDD (cyf, os yw'n briodol) QUALITY IMPACT ASSESSMENT (ref if appropriate)</b>	
<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>SAFONAU ANSAWDD IGDC DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD DUTY OF QUALITY ENabler</u></b>	Leadership
<b><u>PARTH ANSAWDD DOMAIN OF QUALITY</u></b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
<b><u>DATGANIAD ASESIAID O'R EFFAITH AR GYDRADDOLDEB EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
Choose an item.	Outcome: N/A
Datganiad: Statement: N/A	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Laura Tolley, Head of Corporate Governance / Deputy Board Secretary	November 2025	Reviewed

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority

### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

3.1 The Board has a [Cycle of Board Business](#) that is reviewed on an annual basis. Additionally, there is a forward workplan which is used to identify any additional timely items for inclusion to ensure the Board are reviewing and receiving all relevant matters in a timely fashion.

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

4.1 The following items have been added to the Forward Workplan 2025-26 and are due to be presented at the meeting on 27 November 2025:

Item	Executive Lead
Action log	Director of Corporate Affairs/Board Secretary
Board Assurance Framework Report	Director of Corporate Affairs/Board Secretary
Chair & Vice Chair Report	Director of Corporate Affairs/Board Secretary
Chief Executive Report	Chief Executive Officer
Committee & Advisory Group Highlight Reports	Director of Corporate Affairs/Board Secretary
Corporate Risk Register Report	Director of Corporate Affairs/Board Secretary
Corporate Risk Trending Analysis	Director of Corporate Affairs/Board Secretary
Declarations of interest	Chair
Finance Report	Executive Director of Finance
Forward Work Plan	Director of Corporate Affairs/Board Secretary
IMTP Development Updates	Executive Director of Strategy
Minutes	Director of Corporate Affairs/Board Secretary
National Target Architecture (alt main agenda & CEO report)	Executive Director of Strategy
Performance Report	Executive Director of Finance
Quality Framework	Executive Director of Finance
Shared Listening and Learning	Executive Medical Director
Stakeholder Engagement Plan Update	Executive Director of Strategy
Strategic Procurement Report	Executive Director of Finance

4.2 In addition, the following items have been added to the Forward Workplan 2025-26 and are scheduled to be presented to the 29 January 2026 meeting:

Item	Executive Lead
Action log	Director of Corporate Affairs/Board Secretary
Biodiversity Report 2022-2025 (Section 6)	Director of Corporate Affairs/Board Secretary
Board Champion Annual Report	Director of Corporate Affairs/Board Secretary
Chair & Vice Chair Report	Director of Corporate Affairs/Board Secretary
Chief Executive Report	Chief Executive Officer
Committee & Advisory Group Highlight Reports	Director of Corporate Affairs/Board Secretary
Community Strategy	Director of Primary, Community and Mental Health Digital Services
Corporate Risk Register Report	Director of Corporate Affairs/Board Secretary
Declarations of interest	Chair
End of Year Reporting Approach	Director of Corporate Affairs/Board Secretary
Estates - Technium 2 Lease Renewal	Director of Corporate Affairs/Board Secretary
Finance Report	Executive Director of Finance
Forward Work Plan	Director of Corporate Affairs/Board Secretary
Half Year Performance Against Plan	Executive Director of Strategy
IMTP Development Updates	Executive Director of Strategy
Integrated Medium Term Plan (Drafts & Approval)	Executive Director of Strategy
Mental Health Strategy	Director of Primary, Community and Mental Health Digital Services
Minutes	Director of Corporate Affairs/Board Secretary
National Target Architecture (alt main agenda & CEO report)	Executive Director of Strategy
People and Culture Report	Director of People & OD
Performance Report	Executive Director of Finance
Performance Management Framework	Executive Director of Finance
Programme Typology & DHCW Playbook	Executive Director of Strategy
Shared Listening and Learning	Executive Medical Director
Strategic Procurement Report	Executive Director of Finance
Strategy Assurance Group reporting	Executive Director of Strategy



## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

- 5.1 Several activities are underway to address the requirement to horizon scan both internally and across the healthcare system in Wales to inform the forward workplan for Board.

## 6 ARGYMHELLIAD / RECOMMENDATION

Argymhelliad: Recommendation:	SHA Board is being asked to
NOTE the report	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES DHCW QUALITY FRAMEWORK

Eitem ar yr Agenda: Agenda Item:	2.4
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Enw'r Cyfarfod: Name of Meeting:	Audit and Assurance Committee
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Claire Osmundsen-Little, Executive Director of Finance
Paratowyd gan: Prepared By:	Paul Evans, Head of Quality Assurance and Regulatory Compliance
Cyflwynwyd gan: Presented By:	Paul Evans, Head of Quality Assurance and Regulatory Compliance

Pwrpas yr Adroddiad: Purpose of the Report:	For Approval
Argymhelliad: Recommendation:	SHA Board is being asked to
APPROVE the Framework	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL STRATEGIC MISSION</b>	Be the trusted strategic partner and a high quality, inclusive and ambitious organisation
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<b>RISG GORFFORAETHOL (cyf, os yw'n briodol) CORPORATE RISK (ref if appropriate)</b>	
<b>ASESIAID O'R EFFAITH AR ANSAWDD (cyf, os yw'n briodol) QUALITY IMPACT ASSESSMENT (ref if appropriate)</b>	

<b><u>DEDDF LLESIAINT CENEDLAETHAU'R DYFODOL WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Globally Responsible Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>SAFONAU ANSAWDD IGDC DHCW QUALITY STANDARDS</u></b>	ISO 9001 - Quality Management System
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD DUTY OF QUALITY ENABLER</u></b>	Whole Systems Approach
<b><u>PARTH ANSAWDD DOMAIN OF QUALITY</u></b>	Safe
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
All Quality Standards apply	

<b><u>DATGANIAD ASESIAID O'R EFFAITH AR GYDRADDOLDEB EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
Choose an item.	Outcome: N/A
Datganiad: Statement:	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	Yes, please see detail below Implications for Duty of Quality Compliance
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Chris Moreton, Deputy Director, Finance & Business Assurance		Approved
Claire Osmundsen-Little, Executive Director, Finance & Business Assurance		Approved
PCMH SLT	June 2025	Noted
Operations SLT	June 2025	Noted
Management Board	17 July 2025	Approved
Audit & Assurance Committee	7 October 2025	Approved
SHA Board	27 November 2025	

### Acronymau Acronyms

DHCW	Digital Health and Care Wales	SHA	Special Health Authority
QRG	Quality & Regulatory Group	WIAG	Wales Informatics Assurance Group
TDA	Technical Design Authority		

### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 The [DHCW Quality Framework](#) has been developed to provide a structured, organisation-wide approach to embedding quality in all digital products and services delivered by Digital Health and Care Wales (DHCW). It aligns with the statutory requirements of the Health and Social Care (Quality and Engagement) (Wales) Act 2020 and supports the delivery of DHCW's strategic objectives, including the provision of high-quality, safe, and effective digital services.
- 3.2 The framework integrates the principles of "Quality by Design" and "User Centred Design" into all stages of the product and service lifecycle. It also maps the Health and Care Quality Standards 2023 against the Digital Service Standards for Wales to ensure that DHCW's digital offerings are not only compliant but also responsive to the needs of users and stakeholders.

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

- 4.1 The framework introduces a shift from a project-based to a product/service-based approach, placing continuous quality improvement at the heart of delivery. A key operational requirement is that all product, service, and function owners must develop and maintain Quality Plans. These plans must:
- Demonstrate how compliance with the Duty of Quality will be maintained.
  - Align with the Digital Service Standards for Wales, ensuring services are safe, equitable, person-centred, and efficient.
  - Include defined Critical Quality Attributes (CQAs) and Critical Process Parameters (CPPs) to support measurable quality outcomes.
  - Be supported by Quality Impact Assessments (QIA) for all strategic decisions.
- 4.2 The Quality team will finalise and publish an implementation plan for this work and Quality Business Partners will work with teams across Directorates to develop Quality

Plans. A Quality Plan template is currently being finalised and an example Quality Plan to demonstrate “What good looks like” will also be completed prior to roll out. Progress against this plan will be monitored via Quality & Regulatory Group.

- 4.2 The framework also outlines the governance structures and assurance mechanisms (e.g., WIAG, TDA, QRG) that will support implementation and oversight.
- 4.3 The Head of Quality Assurance & Regulatory Compliance has attended SLT meetings with Operations and PCMH Directorates to socialise this Framework, these Directorates were engaged as the intent is to start implementing the Quality Plans outlined in the Framework with Product/Service Owners in these directorates in the first instance.
- 4.4 The Deputy Director of Finance & Business Assurance and the Head of Quality Assurance & Regulatory Compliance have also engaged with the Centre for Digital Public Services on the mapping exercise between the Digital Service Standards for Wales and the Health and Care Quality Standards outlined in this Framework.

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

- **Non-compliance Risk:** Failure to implement Quality Plans across all products and services could result in non-compliance with the Duty of Quality, exposing DHCW to reputational risk.
- **Resource and Capability Gaps:** Some areas may lack the capacity or capability to develop robust Quality Plans without additional support or training. The Quality team will provide this support and will also develop a sample Quality Plan to demonstrate “What good looks like”
- **Governance Oversight:** Effective monitoring and assurance will require sustained engagement from governance groups and senior leadership, including Executive support for adoption within their Directorates to ensure that quality is embedded and maintained.

## 6 ARGYMHELLIAD / RECOMMENDATION

<b>Argymhelliad: Recommendation:</b>	SHA Board is being asked to
<b>APPROVE</b> the Framework	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES SHARED LISTENING AND LEARNING – OPEN ACCESS PUBLISHING

Eitem ar yr Agenda: Agenda Item:	3.1
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Rhidian Hurle, Executive Medical Director
Paratowyd gan: Prepared By:	Rachel Sully, Head of Research and Innovation and Jessica Blackburn-Smith, NHS Wales e-Library and Knowledge Service Manager
Cyflwynwyd gan: Presented By:	Rachel Sully, Head of Research and Innovation and Jessica Blackburn-Smith, NHS Wales e-Library and Knowledge Service Manager

Pwrpas yr Adroddiad: Purpose of the Report:	To Receive/Discuss
Argymhelliad: Recommendation:	SHA Board is being asked to
RECEIVE and DISCUSS the presentation, and learn more about Open Access Publishing, DHCW's future plans regarding Open Access, and its impact on Wales.	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL</b> <b>STRATEGIC MISSION</b>	Deliver high quality digital products and services
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<b>RISG GORFFORAETHOL</b> (cyf, os yw'n briodol) <b>CORPORATE RISK</b> (ref if appropriate)	N/A
<b>ASESIAD O'R EFFAITH AR ANSAWDD</b> (cyf, os yw'n briodol) <b>QUALITY IMPACT ASSESSMENT</b> (ref if appropriate)	N/A

<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL</u></b> <b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>SAFONAU ANSAWDD IGDC</u></b> <b><u>DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u></b> <b><u>DUTY OF QUALITY ENABLER</u></b>	Learning Improvement and Research
<b><u>PARTH ANSAWDD</u></b> <b><u>DOMAIN OF QUALITY</u></b>	Equitable
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	

<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u></b> <b><u>GYDRADDOLDEB</u></b> <b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Datganiad: Statement: This policy has no need to consider protected characteristic groups as all members of the DHCW workforce regardless of background and circumstances will be supported to publish Open Access. All publishers are required to provide fair opportunities through their Diversity, equity and inclusion policies. For example, <a href="#">Taylor &amp; Francis</a> .	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	Yes, please see detail below Ensure compliance with funder Open Access requirements and/or compliance with copyright legislation and publisher Green Open Access requirements.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	Yes, please see detail below On-going funding of an institutional repository required to support Open Access publishing.
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	Yes, please see detail below Positive – Specific Open Access Policy and controlled document guidance makes it clear for DHCW workforce wanting to publish their work that this must be done Open Access.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	Yes, please detail below Positive – Will support public access to research which otherwise would be pay-walled.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	Yes, please see detail below Positive – Will ensure all research outputs from DHCW employees and contract holders are publicly available.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Rhidian Hurle	13/11/2025	Approved

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority



### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

3.1 “[Open Access](#)” is a publishing model that makes research outputs available online at no cost to the reader; there are three main open access publication routes available to prospective authors: gold, diamond and green (one of which involves a fee for the author).

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

4.1 There are many benefits to Open Access, therefore DHCW developed an Open Access Policy, an Open Access Service and procured a Research and Knowledge Repository. DHCW have plans to report on DHCW’s research outputs and track and record their impact metrics; additionally, there are plans for an Open Access Feasibility Study to explore the potential for a Diamond Open Press to publish medical, health, and social care research in Wales.

### 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

5.1 There are no key risks and matters for escalation.

### 6 ARGYMHELLIAD / RECOMMENDATION

<b>Argymhelliad: Recommendation:</b>	SHA Board is being asked to
<b>RECEIVE</b> and <b>DISCUSS</b> the presentation, and learn more about Open Access Publishing, DHCW’s future plans regarding Open Access, and its impact on Wales.	

# IECHYD A GOFAL DIGIDOL CYMRU

## DIGITAL HEALTH AND CARE WALES

### INTERIM CHAIR AND INTERIM VICE CHAIR REPORT

Eitem ar yr Agenda: Agenda Item:	4.1
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Chris Darling, Director of Corporate Affairs / Board Secretary
Paratowyd gan: Prepared By:	Chris Darling, Director of Corporate Affairs / Board Secretary
Cyflwynwyd gan: Presented By:	Ruth Glazzard, Interim Chair and David Selway, Interim Vice Chair

Pwrpas yr Adroddiad: Purpose of the Report:	To Receive/Discuss
Argymhelliad: Recommendation:	SHA Board is being asked to
RECEIVE and DISCUSS the Interim Chair and Interim Vice Chair Report.	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL STRATEGIC MISSION</b>	All missions apply
<b>RISG GORFFORAETHOL (cyf, os yw'n briodol) CORPORATE RISK (ref if appropriate)</b>	
<b>ASESIAD O'R EFFAITH AR ANSAWDD (cyf, os yw'n briodol) QUALITY IMPACT ASSESSMENT (ref if appropriate)</b>	
<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>SAFONAU ANSAWDD IGDC DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD DUTY OF QUALITY ENABLER</u></b>	Leadership
<b><u>PARTH ANSAWDD DOMAIN OF QUALITY</u></b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
<b><u>DATGANIAD ASESIAID O'R EFFAITH AR GYDRADDOLDEB EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Datganiad: Statement:	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Ruth Glazzard	Nov 2025	Reviewed
David Selway	Nov 2025	Reviewed

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
uHB	University Health Board	IM	Independent Member
EDI	Equality, Diversity and Inclusion	SRO	Senior Responsible Officer
DDaT	Digital, Data and Technology		



### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 At each Public Board meeting, [the Chair](#), and [Vice Chair](#), present a report on key issues to be brought to the attention of the Board. This report provides an update on key areas and activities since the last Public Board meeting

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

#### Interim Chair:

#### 4.1 Board Interim Arrangements

On the 1 October 2025 I took on the position as DHCW interim Chair, following Simon Jones four-year tenure ending on 30 September 2025. David Selway has also moved into the interim Vice Chair position from the 1 October 2025. As a result, the Board are down one Independent Member during this interim period, with provision having been made to ensure all Committees of the Board are quorate and I am able to step into the interim Chair role and David into the interim Vice Chair roles.

#### 4.2 DHCW Ministerial Visit – 1 October 2025

The Minister for Mental Health and Wellbeing and lead for digital health attended the DHCW Cardiff offices on the 1 October 2025 to see DHCW's products and services and hear directly from DHCW staff on the work we do, including clinical informatics and patient safety, user centred design, cyber security and resilience, information and data analytics, architecture and stakeholder engagement.

It was great to see staff showcase their skills, knowledge and experience and answer the Ministers questions.

#### 4.3 Interim DCHW Chair Meeting with Cabinet Secretary – 7 October 2025

I met with the Cabinet Secretary for Health and Social Care for a review meeting with the new Director General for Health and Social Care / NHS Wales Chief Executive also in attendance. This discussion confirmed expectation that DHCW must focus on delivering against their Remit Letter and continued delivery against the escalation plan and milestones.

We also discussed the NHS Wales App and future roll out plans, the work to map out the current and future state National Target Architecture as well as the performance and operating of the SHA Board.

#### 4.4 Ministerial Summit Delivering Integrated Services – 14 October 2025

Members of DHCW attended the Ministerial Summit focused on primary and community based services and the shift left from secondary care services. The day, led by the Chief Medical Officer and the SRO for Delivering Integrated Services had a focus on how the system can accelerate progress towards integrated services.

The break out sessions included a discussion on digital and data and digital priorities for primary care services going forward.

#### **4.5 Aspiring Board Members Session – 16 October 2025**

It was a pleasure to join the Aspiring Board Member Programme session on the 16 October 2025, to present on the role of a critical friend in the Boardroom. The Aspiring Board Member Programme is a leadership development initiative designed to increase diversity in Board Member roles within the Welsh NHS.

As previously reported to the Board, Dr Shanti Karupiah is the DHCW mentee for the programme, and will be involved in DHCW Board activity over the coming nine months.

#### **4.6 DHCW SHA Board Development Session – 23 October 2025**

The Board Development Day on the 23 October included a session delivered from the NHS Wales Confederation on the political landscape, as well as sessions on DHCW's long term strategy and the approach to DHCW's IMTP 2026-27/29-30.

It was good to consider the political landscape and the changes introduced for the 2026 Senedd Elections and implications for DHCW and NHS Wales from an engagement perspective.

#### **4.7 DHCW Staff Team Showcase – Equality, Diversity and Inclusion (EDI) Network – 23 October 2025**

Board members had an insightful presentation and discussion with members of the EDI Network, with inspiring members of DHCW staff talking about their lived experiences and how the network is showcasing the importance of the network and the impact it is having across DHCW.

#### **4.8 Induction meeting with Welsh Government Digital Policy Team – 10 October 2025**

It was helpful to meet with the Deputy Director of Digital in the Welsh Government Health, Social Care and Early Years Group and members of the digital policy team for an induction discussion with me and David Selway, in our capacity as interim Chair and interim Vice Chair.

The role and remit of the digital policy team was described, and we discussed how DHCW and Welsh Government can most effectively operate collaboratively to achieve our common objectives.

#### **4.9 Induction meeting with Welsh Government Specialist Digital Advisor – 24 October 2025**

I met with the Welsh Government Specialist Digital Advisor, Nick Elliot with interim DHCW Vice Chair, David Selway to discuss Nick's role and observations of the Welsh system, the DDaT governance structure and DHCW's role and remit.

#### **4.10 Discussion with Director General for Health and Social Care / NHS Wales CEO – 10 November 2025**

I had an initial discuss with the new Director General for Health and Social Care / NHS Wales CEO Jacqueline Totterdell on the 10 November 2025. It was good to have an honest conversation about Jacqueline's reflections on NHS Wales since joining and where DHCW sit within the system.

#### **4.11 Chair Peer Group meeting – 28 October 2025 and 25 November 2025**

The Chair Peer Group met on the 28 October and is scheduled to meet on the 25 November. The meeting on the 28 October included an introductory discussion with the Director General for Health and Social Care / NHS Wales CEO Jacqueline Totterdell.

#### **4.12 Induction meeting with interim Director of Primary, Community and Mental Health Services, Alex Slade – 13 November 2025**

An induction meeting with the Welsh Government Director of Primary, Community and Mental Health Services, who is also the interim Director of Digital, leading on digital policy in Welsh Government.

The discussion was useful and covered interim Chair arrangements at DHCW as well as progress on major programmes and other matters.

### **Interim Vice Chair:**

#### **4.13 All Wales Independent Member Digital Network – 22 October 2025**

The All-Wales Independent Member Digital Network meeting took place on 25 October and covered two areas in detail, firstly the National Target Architecture, presented by the DHCW Executive Director of Strategy, and secondly, a presentation from the Welsh Government digital policy team – the Director of Primary, Community and Mental Health and Director of Workforce and OD, who are covering the digital policy

agenda in the interim period, whilst there is a Chief Digital Office (CDO) gap. The discussions were helpful and focused predominantly on the DDaT governance structure.

#### 4.14 Vice Chair Peer Group

The Vice Chair peer group meeting took place on 12<sup>th</sup> November. We received an update on the Ministerial Summit on Delivering Integrated Services, new Optometry and Dental contracts, GP training and Integrated Mental Health.

### 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

- 5.1 Interim arrangements have been put in place until a substantive DHCW Chair has been appointed by the Cabinet Secretary.

### 6 ARGYMHELLIAD / RECOMMENDATION

<b>Argymhelliad:</b>	SHA Board is being asked to
<b>Recommendation:</b>	
<b>RECEIVE and DISCUSS</b> the Interim Chair and Interim Vice Chair Report.	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES CHIEF EXECUTIVE OFFICER REPORT

Eitem ar yr Agenda: Agenda Item:	4.2
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Helen Thomas, Chief Executive Officer
Paratowyd gan: Prepared By:	Laura Tolley, Deputy Board Secretary   Head of Corporate Governance
Cyflwynwyd gan: Presented By:	Helen Thomas, Chief Executive Officer

Pwrpas yr Adroddiad: Purpose of the Report:	To Receive/Discuss
Argymhelliad: Recommendation:	SHA Board is being asked to <b>RECEIVE</b> and <b>DISCUSS</b> the Chief Executive Officer Report.



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL</b> <b>STRATEGIC MISSION</b>	All missions apply
<b>RISG GORFFORAETHOL</b> (cyf, os yw'n briodol) <b>CORPORATE RISK</b> (ref if appropriate)	
<b>ASESIAD O'R EFFAITH AR ANSAWDD</b> (cyf, os yw'n briodol) <b>QUALITY IMPACT ASSESSMENT</b> (ref if appropriate)	
<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL</u></b> <b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>SAFONAU ANSAWDD IGDC</u></b> <b><u>DHCW QUALITY STANDARDS</u></b>	BS 10008 - Evidential Weight & Legally Admissible Information Management System
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below: ISO 27001	
<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u></b> <b><u>DUTY OF QUALITY ENABLER</u></b>	Information
<b><u>PARTH ANSAWDD</u></b> <b><u>DOMAIN OF QUALITY</u></b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u></b> <b><u>GYDRADDOLDEB</u></b> <b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Datganiad: Statement:	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Chris Darling. Director of Corporate Affairs   Board Secretary	Nov 2025	Approved
Helen Thomas, Chief Executive Officer	Nov 2025	Reviewed

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
CEO	Chief Executive Officer	HDUHB	Hywel Dda University Health Board,
SBUHB	Swansea Bay University Health Board	HEIW	Health Education Improvement Wales
VUNHST	Velindre University NHS Trust	DDaT	Digital, Data & Technology Leadership Board

LIMS	Laboratory Information Management System	RISP	Radiology Information Systems Procurement
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### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 The purpose of this report is to keep [Board Members](#) up to date with key issues affecting the organisation since the last meeting.
- 3.2 The report has been informed by updates provided by members of the Executive team and highlights a number of areas of focus for the [Chief Executive Officer](#).

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

#### 4.1 NHS Wales App

Significant work has been undertaken since the last Board meeting to deliver a view of referrals into secondary care and new appointment feature for citizens to view and track new appointments. This feature is now live in six out seven Health Boards with the final go live due in early December 2025. My thanks to DHCW colleagues and our partners who continue to work collaboratively to deliver this important Ministerial priority.

#### 4.2 Quarterly Senior Leadership Team Day

On 14 October it was great to come together in person for our Quarterly Senior Leadership Team Day where we focused on Leading Neuroinclusion – Empowering Neurodivergent Employees in DHCW, heard from one of DHCW's Graduate Management Trainees who shared their dissertation on Compassionate Leadership and had a development session on User-Centred Design. The day was extremely insightful, and I would like to thank colleagues for their engagement and commitment to the day.

#### 4.3 Connecting Care Programme Board

On 24 October 2025, I chaired the Connecting Care Programme Board where we received an update on the Outline Business Case and Overarching Governance from Welsh Government, the Health Implementation Plan and received a Programme Highlight Report. We also received for assurance the Welsh Community Care Information System lessons learned report.

#### 4.4 Regional Working Partnership Workshop

Members of the DHCW Executive Team and I attended an in person Regional Working Partnership Workshop on 24 October with our partners from Hywel Dda UHB and Swansea Bay UHB where we looked at the opportunities digital presents to enable South West Wales regional working.

#### 4.5 Staff Briefing

There has been one Staff Briefing since the last Board meeting where I shared with staff key updates from the Minister for Mental Health & Wellbeing visit and Ministerial Summit on Delivering Integrated Care, key programme updates including the NHS Wales App and Diagnostics whilst also discussing the organisational financial position, routine highlights from

the work of Management Board, SHA Board and discussed other general staff updates.

#### 4.6 Strategy Meeting with the Cabinet Secretary for Health & Social Care

On 3 November, members of the Chief Executive Management Team met with the Cabinet Secretary for Health & Social Care to discuss the transformation programme for accelerating delivery of integrated services in the community.

#### 4.7 Digital, Data & Technology Leadership Board

There has been one meeting of the DDaT Leadership Board since the last SHA Board meeting, held on 4 November where we reviewed progress in the following priority areas:

- NHS Wales App
- Digital Maternity
- Connecting Care
- Radiology Informatics System Programme

In addition, the Leadership Board discussed the National Digital Delivery Priorities Quarter 4 2025-26, the current challenges in the plan and potential impact on digital and operational services. The Leadership Board were asked to consider any opportunities to prioritise resources to mitigate these risks.

#### 4.8 NHS Wales Leadership Board

The NHS Wales Leadership Board have met twice since the last Board meeting where we collectively discussed the Winter Plan, refreshed NHS Wales Decarbonisation Strategic Delivery Plan in addition to routine finance and performance updates.

#### 4.9 Welsh NHS Confederation Annual Conference

On 6 November 2025, members of DHCW and I attended the Welsh NHS Confederation Annual Conference where I presented with the Chief Executive Officer of Cwm Taf Morgannwg on the Digital Blueprint work that we are collectively progressing in partnership with NHS Wales colleagues.

#### 4.10 Gartner Symposium

It was good to attend the Annual Gartner Symposium between 10-13 November and take learning on the latest thinking in relation to digital delivery. A key theme from the symposium was Artificial Intelligence and how AI is being used now, and how it will be used in the future.

#### 4.11 Chief Executive Management Team Meetings

The NHS Wales Chief Executive Management Team meetings were held on 7 October and 4 November 2025. We discussed a variety of topics relating to Digital including the NHS Wales Digital Conference, which is planned for 2026, the NHS Wales Joint Controller Agreement and progress on this and key major programmes such as the NHS Wales App, Connecting Care, Welsh Intensive Care Information System, Diagnostics (LIMS and RISP).

#### 4.12 Directorate Reviews

Throughout October and November, we held our Directorate Reviews, these were attended by members of the executive team and officer members across DHCW. They provided a good opportunity to discuss performance, lessons learnt, challenges and also gain an understanding of the immediate focus for the coming months. I would like to give my thanks to all the teams involved in preparing for and presenting at the reviews which were very

informative.

#### 4.13 Future of General Practice in Wales Inquiry

On 6 November 2025, Sam Hall, Director of Primary, Community & Mental Health Digital Services, Rhidian Hurlle, Executive Medical Director and Sayma Ahmed, Associate Director of Primary Care attended the Health & Social Care Committee Inquiry into the Future of General Practice in Wales.

The evidence submitted and recording of the session can be found on the [Senedd Cymru | Welsh Parliament Website](#).

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

- 5.1 DHCW is in Enhanced Monitoring (Level 3) under the escalation and intervention framework for NHS Wales, in relation to delivery of major programmes. An escalation update is included in the papers to ensure the Board is able to closely monitor improvement in the areas that have been escalated.
- 5.2 The new DDaT Governance arrangements are being established, at present the DDaT Leadership Board has met five times since its establishment in May 2025, with the sub-structure in the process of being established. The DDaT governance sub-structure will have important considerations and implications for DHCW's reporting arrangements as part of this national digital governance framework.

## 6 ARGYMHELLIAD / RECOMMENDATION

<b>Argymhelliad: Recommendation:</b>	SHA Board is being asked to
RECEIVE and DISCUSS the Chief Executive Officer Report	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES BOARD ASSURANCE FRAMEWORK REPORT

Eitem ar yr Agenda: Agenda Item:	5.1
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Chris Darling, Director of Corporate Affairs / Board Secretary
Paratowyd gan: Prepared By:	Bethan Walters, Corporate Risk Manager
Cyflwynwyd gan: Presented By:	Chris Darling, Director of Corporate Affairs/ Board Secretary

Pwrpas yr Adroddiad: Purpose of the Report:	To Receive/Discuss
Argymhelliad: Recommendation:	SHA Board is being asked to <b>RECEIVE</b> and <b>DISCUSS</b> the Board Assurance Framework Report.



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL</b> <b>STRATEGIC MISSION</b>	Deliver high quality digital products and services
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<b>RISG GORFFORAETHOL</b> (cyf, os yw'n briodol) <b>CORPORATE RISK</b> (ref if appropriate)	All are relevant to the report
<b>ASESIAID O'R EFFAITH AR ANSAWDD</b> (cyf, os yw'n briodol) <b>QUALITY IMPACT ASSESSMENT</b> (ref if appropriate)	N/A

<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL</u></b> <b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>SAFONAU ANSAWDD IGDC</u></b> <b><u>DHCW QUALITY STANDARDS</u></b>	ISO 9001 - Quality Management System
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below: ISO 14001 ISO 20000 ISO 27001 BS 10008	

<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u></b> <b><u>DUTY OF QUALITY ENABLER</u></b>	Leadership
<b><u>PARTH ANSAWDD</u></b> <b><u>DOMAIN OF QUALITY</u></b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below: Safe Care Effective Care	

<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u></b> <b><u>GYDRADDOLDEB</u></b> <b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Datganiad: Statement: Risk Management and Assurance activities, equally affect all. An EQIA is not applicable.	



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ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	Yes, please see detail below Additional scrutiny and clear guidance as to how the organisation manages risk has a positive impact on quality and safety.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	Yes, please see detail below Should effective risk management not take place, there could be legal implications
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	Yes, please see detail below Should effective risk management not take place, there could be financial implications
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Management Board	13/11/2025	Reviewed
Chris Darling, Director of Corporate Affairs   Board Secretary	November 2025	Approved

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority

BAF	Board Assurance Framework		
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### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 The Board Assurance Framework Dashboard brings together in one place all of the relevant information on the risks to DHCW strategic missions (Principal Risks).
- 3.2 The [BAF Dashboard 5.1i](#) is designed to provide the Board with timely information on what the principal risks are to the delivery of DHCW’s strategic missions and how the organisation is managing and / or mitigating the risks and actions according to their risk appetite through the identified controls and assurance in place.
- 3.3 Further to recommendations from Audit Wales during their Structured Assessment 2025 work, the Dashboard has been developed and updated during October/November 2025 with input from Executive Leads and officers and reflects the current position.
- 3.4 Each strategic mission is provided with a RAG score, assigned by the Executive Lead, which is a delivery confidence assessment based on the risk and the plans in place to address and drive the strategic mission.

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

- 4.1 The Board Assurance Dashboard has been reviewed with each of the mission owners with the appetite, RAG rating and current scores remaining unchanged and the following key notes recorded:

MISSION	APPETITE	CURRENT SCORE	RAG STATUS
1. Provide a platform for enabling digital transformation	Cautious	12/25	Amber
2. Deliver high quality technology, digital products and services	Moderate	9/25	Amber
3. Expand the digital health and care record and the use of digital to improve health and care	Moderate	9/25	Amber
4. Drive better value and outcomes through innovation	Open	16/25	Amber
5. Be the trusted strategic partner and a high quality inclusive and ambitious organisation	Moderate	12/25	Amber

#### Mission 1

- The implementation of the DDaT substructure, in particular clarifying National Governance oversight for Information Governance and Cyber Security is a key requirement for risk

mitigation.

### Mission 2

- The WPAS migration was successfully completed, this was a significant piece of work with the teams working tirelessly to complete the migration work with minimal disruption.
- Training and development work ongoing around agile methodology across the directorate to enable a push of this mission towards a more moderate appetite position.
- The development of a new integration service (integration hub) and modernised referral integration - currently in Beta for the first speciality, Ophthalmology demonstrates further progress on our strategic initiatives during this period.

### Mission 3

- Canisc has been switched to archive mode with the expectation of full decommissioning by the end of December 2025.
- NHS Wales App delivering new features with secondary care hospital appointments being rolled out across NHS Wales.

### Mission 4

- Data and Analytics presentation shared with the Minister for Mental Health and Wellbeing.
- The Digital Economy Act accreditation annual review has been submitted and is awaiting feedback.

### Mission 5

- Social Partnership case study has been jointly developed and approved by Welsh Government.
- 70% of DHCW-owned Stakeholder Engagement actions, and 58% of the system-wide Stakeholder Engagement actions with dependencies on external partners are complete.

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

- 5.1 The Board Assurance Framework Dashboard highlights the five principal risks to delivering DHCW's strategic missions.
- 5.2 The Board is asked to note the [5.1ii Forward Workplan](#).

## 6 ARGYMHELLIAD / RECOMMENDATION

<b>Argymhelliad: Recommendation:</b>	SHA Board is being asked to
RECEIVE and DISCUSS the Board Assurance Framework Report.	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES IMTP 2026-29 PROGRESS UPDATE

Eitem ar yr Agenda: Agenda Item:	5.2
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Ifan Evans, Executive Director of Strategy
Paratowyd gan: Prepared By:	Michelle Sell, Director of Programmes and Engagement
Cyflwynwyd gan: Presented By:	Ifan Evans, Executive Director of Strategy

Pwrpas yr Adroddiad: Purpose of the Report:	For Noting
Argymhelliad: Recommendation:	SHA Board is being asked to
<b>NOTE</b> the progress on the IMTP 2026-29 development.	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL</b> <b>STRATEGIC MISSION</b>	All missions apply
<b>RISG GORFFORAETHOL</b> (cyf, os yw'n briodol) <b>CORPORATE RISK</b> (ref if appropriate)	
<b>ASESIAD O'R EFFAITH AR ANSAWDD</b> (cyf, os yw'n briodol) <b>QUALITY IMPACT ASSESSMENT</b> (ref if appropriate)	
<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL</u></b> <b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>SAFONAU ANSAWDD IGDC</u></b> <b><u>DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u></b> <b><u>DUTY OF QUALITY ENABLER</u></b>	Whole Systems Approach
<b><u>PARTH ANSAWDD</u></b> <b><u>DOMAIN OF QUALITY</u></b>	Choose an item.
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u></b> <b><u>GYDRADDOLDEB</u></b> <b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
Choose an item.	Outcome: N/A
Datganiad: Statement:	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Michelle Sell, Director of Programmes & Engagement	6 Nov 2025	Approved
Ifan Evans, Executive Director of Strategy	6 Nov 2025	Approved
DHCW Management Board	13 <sup>th</sup> Nov 2025	Approved

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
IMTP	Integrated Medium Term Plan		



### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 This document updates the Board on progress of the Integrated Medium-Term Plan (IMTP) development cycle for 2026-2029.
- 3.2 The Welsh Government determines the priorities, timing and general format of the IMTP, and issues guidance via a Planning Framework document typically in November / December. The submission date to Welsh Government is 31st March 2026.

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

- 4.1 The main activity over the last month has been to confirm the approach and structure of the IMTP and to run workshops covering the Portfolio deliverables.

**Structure.** As stated in the last report, there has been some restructuring, and we now have 16 Portfolios in Missions 1-4 (up from 14 last year) and 8 Enablers under Mission 5. This restructuring was discussed at a SHA Board development session in Oct and once the drafting is more advanced there may be further renaming of some Portfolios.

**Workshops.** All Portfolio workshops have run as scheduled in all areas with the exception of the new “**AI and Emerging Digital Technologies**” Portfolio – this will be drafted towards the end of the cycle and will bring together the opportunities identified in all other Portfolios – workshop attendees were provided with a brief on Artificial Intelligence to consider at each workshop. **Mission 5** typically concludes after the delivery Portfolios have run, to ensure the Enablers support and align with their objectives.

- 4.2 The write ups of the Workshops have been completed and sent out for review. Some reviews have concluded but there is a need for others to actively feedback. There will be an opportunity over coming weeks to further revise but an initial draft is needed by mid-November to inform any discussions around Welsh Government expectations later in November.

#### Initial Observations.

- **Uncertainty** in some areas where product roadmaps are still being worked through, e.g. single record, and strategic roadmaps which are dependent on discussions with stakeholders and Welsh Government, e.g. Medicines and NHS Wales App.
- **Pipelines are Growing.** In some areas, there are growing expectations from stakeholders, e.g. around diagnostics in primary care, theatre optimisation, Systemic Anti-Cancer Therapies / EPMA, genomics and pharmacogenomics. Further consideration is needed around Portfolio Oversight Board monitoring of the pipeline as



this could become onerous.

- **Organisation Division of Work.** As departments are restructuring and embedding there needs to be more emphasis on assessing team interdependencies to ensure a joined-up view across the whole organisation.
- **Portfolio Objectives** – as these were drafted to cover a three-year period in the previous IMTP, wording is still applicable in a lot of cases but with some shift from discovery to delivery reflecting progress made this year.

### Workshops Status

Contents	Lead	Oct Status
<b>INTRODUCTION</b>		
Introductory Slides (approx. 20)	Planning and Others	Out for review/updating
<b>MISSION 1</b>		
Datastores and Integrations	Roxana Partenie	
National Data Resource	Rebecca Cook	Partial
Protecting Patient Data	Darren Lloyd	
Sustainable Infrastructure	Carwyn Lloyd Jones	
Cyber Security	Mark Edwards	
<b>MISSION 2</b>		
Prevention and Public Health	Lee Mullin	
Primary Care	Marged Cother	
Community and Mental Health	Lee Mullin	
Planned Care	Alex Percival	
Urgent and Emergency Care	Helen R Thomas	Partial
Diagnostics	Alison Maguire	Partial
Medicines	Laurence James	
<b>MISSION 3</b>		
Patient Facing Products and Services	Daniel Seamans	
<b>MISSION 4</b>		
Research and Innovation	Rachael Powell	
Value from Data	Rachael Powell	
AI and Emerging Technologies	Ifan Evans	

<b>KEY</b>	Review back	Out for review	To be done
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## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

- Portfolio leads and resource owners need to continue active engagement in the IMTP process **to agreed timescales** to ensure we publish the IMTP on time, having considered key stakeholders' needs and worked through the achievability and risks in the plan.
- DHCW is shifting to a product operating model and publication of Product Roadmaps across DHCW should help avoid duplication of deliverables.
- An Executive Directors Strategic Session planned for 26 November 2025 will allow the opportunity to review the whole plan, at a high level, identify any gaps or strategic misalignment.
- A session has also been arranged with the SHA Board for the 4<sup>th</sup> December to review and engage the Board in an early draft of the IMTP. The IMTP will be submitted for approval to Welsh Government in March 2026.
- A Remit Letter will be issued to DHCW by Welsh Government and this will inform IMTP priorities.

## 6 ARGYMHELLIAD / RECOMMENDATION

Argymhelliad: Recommendation:	SHA Board is being asked to
NOTE the progress on the IMTP 2026-29 development.	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES STAKEHOLDER REVIEW ACTION PLAN UPDATE

Eitem ar yr Agenda: Agenda Item:	5.3
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Ifan Evans, Executive Director of Strategy
Paratowyd gan: Prepared By:	Nadine Payne, Head of Engagement & Strategic Partnerships
Cyflwynwyd gan: Presented By:	Ifan Evans, Executive Director of Strategy

Pwrpas yr Adroddiad: Purpose of the Report:	To Receive/Discuss
Argymhelliad: Recommendation:	SHA Board is being asked to
<b>RECEIVE</b> and <b>DISCUSS</b> the progress against the Stakeholder Review Action Plan, the impact of the changes and how this is being measured longer term.	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL</b> <b>STRATEGIC MISSION</b>	Be the trusted strategic partner and a high quality, inclusive and ambitious organisation
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<b>RISG GORFFORAETHOL</b> (cyf, os yw'n briodol) <b>CORPORATE RISK</b> (ref if appropriate)	
<b>ASESIAD O'R EFFAITH AR ANSAWDD</b> (cyf, os yw'n briodol) <b>QUALITY IMPACT ASSESSMENT</b> (ref if appropriate)	

<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL</u></b> <b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>SAFONAU ANSAWDD IGDC</u></b> <b><u>DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u></b> <b><u>DUTY OF QUALITY ENABLER</u></b>	Whole Systems Approach
<b><u>PARTH ANSAWDD</u></b> <b><u>DOMAIN OF QUALITY</u></b>	Person Centred
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	

<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u></b> <b><u>GYDRADDOLDEB</u></b> <b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
Choose an item.	Outcome: N/A
Datganiad: Statement:	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
DHCW Stakeholder Review Delivery Leads Group	29 Oct 2025	Approved
Michelle Sell, Director of Programmes and Engagement	6 Nov 2025	Approved
Ifan Evans, Executive Director of Strategy	7 Nov 2025	Approved

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
DDaT	Digital Data and Technology	UCD	User Centred Design
NDR	National Data Resource		

### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 The [Stakeholder Review Action Plan](#) was developed in response to the Independent Review conducted by Atos in 2024 which outlined 27 recommendations to strengthen collaboration and system-wide working. Atos categorised the recommendations into two groups: those directly deliverable by DHCW and those requiring broader system-wide engagement. To support these system-wide objectives, DHCW has proactively identified and initiated internal activities that align with the wider goals.
- 3.2 To drive this forward, DHCW developed an action plan comprising 75 deliverables - 44 focused on DHCW specific actions and 31 aimed at supporting system wide improvements. The plan draws on both external advice and internal expertise, with a clear emphasis on improving engagement, transparency, and digital health outcomes across Wales.
- 3.3 Significant progress has already been made, thanks to strong commitment from teams across DHCW. To date, **70% of DHCW-owned actions** and 61% of system-wide actions have been completed, delivering measurable improvements in stakeholder engagement, communications, and system integration.
- 3.4 The report provides a comprehensive update on progress, impact, and ongoing activities. It also includes benchmarking against best practice and the use of collaborative workshops and the Stakeholder Advisory Group in monitoring and driving continuous improvement.

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

#### Driving System-Level Change – Building Relationship Maturity

- 4.1 Transforming relationships across a health and care system is a long-term endeavor. Evidence from UK and international examples—such as West Yorkshire, Torbay, Greater Manchester, Canterbury (New Zealand), and Alaska (USA)—shows that meaningful progress typically requires several years of sustained effort. Initial improvements often emerge within 3–5 years, while deeper cultural shifts can take a decade or more.
- 4.2 Insights from health and care partnerships highlight that trust and effective collaboration are earned through consistent action. Even accelerated approaches unfold over multiple years (NHS Horizons).
- 4.3 This action plan outlines Year 1 priorities led by DHCW, which address the Independent recommendations and draw on global best practice for accelerating relationship

development:

- Invest early in relationship-building activities
- Define a shared purpose—the “North Star”
- Create joint structures and share resources
- Demonstrate results and celebrate progress
- Encourage informal connections
- Maintain consistent leadership messaging with a unified, system-first mindset
- Address conflicts promptly and constructively
- Practice patience and persistence—acknowledge that change takes time

4.4 DHCW is committed to working collaboratively with stakeholders to build on this foundation, ensuring long-term improvements beyond the scope of this initial plan.

### Action Plan Progress

4.5 31 of 44 DHCW deliverables and 19 of 31 system-wide deliverables are complete, with clear evidence of improved engagement and internal processes. Progress against each recommendation and deliverable is detailed in the attached report, with highlights including:

- **Enhanced Stakeholder Communications:** Corporate messaging has been developed, approved, and widely shared. The stakeholder newsletter has been refined, with distribution lists reviewed and enhanced website, with monthly performance stats benchmarked. Explainer videos and animations are being developed to clarify DHCW’s role and purpose.
- **Knowledge Sharing and Engagement:** Regular knowledge sharing sessions, such as Big Data events and webinars, have been delivered with high satisfaction scores (average 4.53/5) and over 98% saying they would attend again. Targeted visits with health board digital teams have helped foster greater understanding and build relationships. The use of “Show and Tells” are being encouraged and embedded, with the Vaccines example growing to nearly 500 invitees, with strong engagement, fostering transparency, feedback, and continuous improvement.
- **Strengthened Governance and Transparency:** DHCW Governance structures have been reviewed and updated, with information on all boards and forums now accessible on the public DHCW website. This has improved accessibility and transparency for staff and stakeholders.
- **Stakeholder Advisory Group Established:** The Stakeholder Advisory Group has been launched, with biannual meetings and approved Terms of Reference. This group chaired by DHCW CEO, and with senior representation from across stakeholder groups including Welsh Government, NHS Wales organisations including Health Boards, Trusts and Special Authorities, Life Science Hub Wales, Community Pharmacy Wales, General Practitioners Committee Wales and Social Care Wales, provides ongoing input and feedback, supporting continuous improvement and system-wide alignment.
- **User Centred Design (UCD) Adoption:** UCD standards have been reviewed, validated,

and gaps identified. DHCW is collaborating with NHS England, Centre for Digital Public Services, Government Digital Services, Public Health Wales, and cross-government networks. Consistent role profiles for UCD are being developed, and UCD is being embedded in governance processes, supporting a more user-focused approach to digital health services.

- **Process Improvements and Service Excellence:** The New Service Request process has been streamlined, and a single point of entry for data requests (NDR Operational Delivery Framework) has been established. The Service Desk continues to deliver high customer satisfaction and rapid resolution.
- **Visible Roadmaps and Strategic Updates:** Product and programme roadmaps are being migrated to new tooling (Roadmunk/Product Boards), and high-level updates are regularly published in newsletters and internal communications.
- **Advanced interoperability and system integration:** Key milestones include the successful launch of the NHS Wales Digital Platform, providing APIs to enable seamless integration; the creation of the Architecture Community of Practice, which shares expertise and best practices to align architectures across organisations; and initiatives that support system-wide decision-making. Additionally, there has been a notable increase in the use of DHCW facilities for events and networking opportunities.

- 4.6 Seven of the 75 actions have been reprofiled to later quarters due to dependencies on external partners, resource constraints, or ongoing governance reviews. These are being managed closely by the Engagement Team and through the Stakeholder Review Delivery Leads Group, which includes representation from across DHCW in the key areas of the action plan.

### System-wide Collaboration

- 4.7 Continued progress is dependent on external stakeholders, especially for national DDaT governance and staff rotation mechanisms. The latter has also been included as an objective within the draft DHCW People Strategy, to ensure longer term commitment to this area working with partners.
- 4.8 We will continue to work with stakeholders including Welsh Government, and through the Stakeholder Advisory Group to support system level improvements.

### Measuring Success

- 4.9 The plan incorporates robust mechanisms to track progress, including stakeholder feedback, event participation, communication metrics, and adoption of new tools and processes. A pulse survey—developed with input from the DHCW Delivery Leads Group—will capture additional insights on the impact of changes to date. These are included in the report, and the Stakeholder Advisory Group will be used to help review and finalise these measures and ensure effective promotion to stakeholders.

Once approved, these measures will be integrated into Action Plan reporting and embedded within existing DHCW teams reporting functions, making them part of business-as-usual. This will enable the organisation to accurately and confidently

monitor stakeholder engagement, feedback, and improvements in collaborative working over the long term. The process will be detailed in the summary report concluding Year 1 Action Plan delivery in March 2026.

### Next Steps

As we move forward, our focus is on building momentum—delivering the remaining actions, learning from experience, and embedding improvements for long-term impact.

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

- 5.1 **Capacity:** Delivering 75 actions across 27 recommendations within timeframe is challenging on resources, risking delays or reduced quality.

*Mitigation: Close management of the plan working across teams to identify and address challenges, additional resource aligned to programme and NHS partner engagement supported.*

- 5.2 **System wide deliverables:** There are 31 actions which have a dependency on external partner.

*Mitigation: We have identified DHCW led actions to support these (of which 19 have been achieved). We will continue to work with stakeholders to develop the remainder.*

- 5.3 **System Level Change:** DHCW is committed to delivering the tangible activities set out in its Stakeholder Review Action Plan, but this alone will not achieve the system level change required.

*Mitigation: Through focused and sustained effort beyond the timescale of this action plan, utilise the Stakeholder Advisory Group and engagement with senior leaders across Wales to support the principles of successful relationship development, including the development of digitally enabled future NHS Wales shared vision.*

## 6 ARGYMHELLIAD / RECOMMENDATION

Argymhelliad: Recommendation:	SHA Board is being asked to
RECEIVE and DISCUSS the progress against the Stakeholder Review Action Plan, the impact of the changes and how this is being measured longer term.	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES FINANCIAL REPORT FOR THE PERIOD END 31 OCTOBER 2025

Eitem ar yr Agenda: Agenda Item:	6.1
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Claire Osmundsen-Little, Executive Director of Finance
Paratowyd gan: Prepared By:	Sian Williams, Head of Financial Services and Reporting
Cyflwynwyd gan: Presented By:	Claire Osmundsen-Little, Executive Director of Finance

Pwrpas yr Adroddiad: Purpose of the Report:	To Receive/Discuss
Argymhelliad: Recommendation:	SHA Board is being asked to
RECEIVE and DISCUSS the contents of the financial report for October 31st, the forecast achievement of financial targets.	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL</b> <b>STRATEGIC MISSION</b>	All missions apply
<b>RISG GORFFORAETHOL (cyf, os yw'n briodol)</b> <b>CORPORATE RISK (ref if appropriate)</b>	N/A
<b>ASESIAD O'R EFFAITH AR ANSAWDD</b> (cyf, os yw'n briodol) <b>QUALITY IMPACT ASSESSMENT</b> (ref if appropriate)	
<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL</u></b> <b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>SAFONAU ANSAWDD IGDC</u></b> <b><u>DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u></b> <b><u>DUTY OF QUALITY ENABLER</u></b>	Whole Systems Approach
<b><u>PARTH ANSAWDD</u></b> <b><u>DOMAIN OF QUALITY</u></b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u></b> <b><u>GYDRADDOLDEB</u></b> <b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Datganiad: Statement:	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
SLA	Service Level Agreement	PSPP	Public Sector Payment Policy
DSPP	Digital Services for Patients & Public	NDR	National Data Resource
VAT	Value Added Tax	HMRC	His Majesty's Revenue & Customs



IM&T	Information Management & Technology	LIMS	Laboratory Information Management Solution
CRL	Capital Resource Limit	WCCIS	Welsh Community Care Information System
IMTP	Integrated Medium Term Plan	BAU	Business as Usual
LHB	Local Health Board	WHC	Welsh Health Circular
WICIS	Welsh Intensive Care Information System	DIP	Digital Investment Panel

### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

#### 3.1 Financial Performance

The purpose of this report and [presentation](#) is to present DHCW's financial performance against annual plans and issues to October 31<sup>st</sup> 2025. It also assesses the key financial projections, risks and opportunities.

DHCW receives funding to support the below main activities:

1. Ongoing provision of core services via Welsh Government & NHS organisation's (which is delegated to directorate budgets).
2. Welsh Government National Priorities Fund (previously DPIF) allocations to support discrete development and implementation programmes & projects.

DHCW is required by statutory provision not to breach its financial duty (to secure that its expenditure does not exceed the aggregate of its resource allocations and income received). This duty applies to both capital and revenue resource allocations. In terms of key Organisational financial performance indicators, they can be brigaded as follows:

The two key statutory financial duties are:

- To remain within its Revenue Resource Limit
- To remain within its Capital Resource Limit

Additional financial targets are:

- **Public Sector Payment Policy (PSPP):** The objective for the organisation All NHS Wales bodies are required to pay their non-NHS creditors in accordance with HM Treasury's public sector payment compliance target. This target is to pay 95% of non-NHS creditors within 30 days of receipt of goods or a valid invoice (whichever is the later) unless other payment terms have been agreed with the supplier.
- **Cash:** Manage residual year end balances to a maximum of £2m.



## 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

### 4.1 2025/26 Financial Performance Overview

- 4.1.1 Overview:** DHCW is forecasting a balanced position at year end subject to successful achievement of savings plans and risk mitigations.
- 4.1.2 Revenue:** A small revenue underspend of **£0.172m** is being reported for the period.
- 4.1.3 PSPP:** The Public Sector Payment Policy (PSPP) target has been exceeded with 98% of non NHS invoices being paid within 30 days.
- 4.1.4 Cash:** DHCW has a cash balance of £5.756m at the 31<sup>st</sup> October. DHCW are actively monitoring cash balances in readiness for any payments required relating to VAT,
- 4.1.5 National Priorities Fund:** DHCW has recorded £15.307m cumulative revenue spend to date. The Annual National Priorities (formally DPIF) budget includes £29.885m from Welsh Government funded and £1.379m NHS Wales funded.
- 4.1.6 Capital:** Spend to October totals £4.877m spend for the period against a capital limit of £12.031m.
- 4.1.7 Underlying Position:** The "underlying deficit" describes the gap between the recurrent funding DHCW receives and the recurrent cost of delivering its services, after accounting for non-recurrent funding boosts or one-off savings. With the focus very much being on identifying and delivering recurrent savings and efficiencies we have been able to reduce the underlying deficit from £2.7m to £0.9m with a projected year end position of £0.4m. As part of the mid-year review we will look to refresh the outlook and incorporate the financial implications of any agreed investment decisions. We will continue to identify opportunities that will deliver a balanced underlying position alongside emerging cost pressures and will track progress throughout the year.
- 4.1.8 Savings:** The IMTP presented a gross savings requirement of £4.9m. As per WHC 2025 013, the savings updates will only reflect schemes where management action is required to deliver cash releasing savings - with £1.5m recurrent schemes already being identified during 2024/25 and realised in 2025/26 by applying to allocated budgets a net target of £3.4m remains. As at the reporting date the forecast savings for the year amounts to £3.6m (an overachievement of £0.2m) of savings target identified of which £3.4m is recurrent.

Further savings opportunities have been identified through delivery of the following key initiatives:

- Data Integration hub development resulting in a reduced 3rd party requirement.
- Implementation of the Single Record product road map providing efficiency gains through product simplification.
- Cloud migration.
- Organisational transformation and shift to a product centric & agile delivery operating model.

**4.1.9 Transformation Programme:** The significant change programme currently underway within the organisation presents challenges to the profiling of staff recruitment as they are onboarded to the new service models. Whilst the new organisational structures and ways of working are being implemented DHCW will look to secure external capacity to support service delivery. There remains a lag in terms of timing contributing to an underspend position with regards to establishment, however it is anticipated that activity will increase over the forthcoming months with final structures being confirmed.

## 4.2 Developments Since September board

**4.2.1 Additional Funding:** The below items were allocated from Welsh Government to the Capital Resource Limits.

- LIMS 2.0                      £1.055m
- RISP                              £0.757m
- Connecting Care        £4.125m

As part of an invitation from Welsh Government DHCW has submitted and await the decision in relation to a number of capital schemes suitable for central funding totalling £1.846m including:

- Cyber Security - Storage Area Network    £0.318m
- Cyber Security - Domain Controllers        £0.450m
- Cyber Security - Network Switches        £0.150m
- e-Referrals (Primary to Secondary)        £0.328m
- Integration Hub                                  £0.600m

We have also incorporated funding from DPIF capital budgets (£1.491m) reflecting:

- NHSAppWales                                    £0.810m
- Digital Intensive Care Unit                £0.681m

**4.2.2 Cost Pressures:** DHCW is currently providing “bridging” funding to support activity for 2025/26 requirements, including:

- GP Migrations - £1.081m (subject to funding discussion).
- EPMA Project Costs (over and above allocation) - £0.261m (being managed within the DPIF portfolio).

- VAT interest on the protective assessment letters received from HMRC of £0.852m

**4.2.3 Financial Sustainability:** DHCW continues to liaise with Welsh Government digital leads regarding long term sustainable funding requirement and efficiency targets over the medium term. Whilst the organisation has communicated its 5-year outlook and efficiency target, particular focus continues within the following areas:

- **Project Transition To Live Services:** As digital programmes & projects are implemented and transition to live services (and DHCW core business activity), it is vital that recurrent funding is secured to ensure services can be sustainably provided to the required levels. As with 2024/25 we will look to build upon the welcome progress seen last year and continue explore with Welsh Government the need to support EPMA (£0.196m pa) and EPS (£1.964m pa). As part of the forward look engagement with Welsh Government, we have identified as a recurrent requirement to uplift the core allocation.
- **Changing Service Models/Technology Layer:** Discussion with Welsh Government continues regarding the future revenue funding requirement needed to support the shift from CAPEX to OPEX service models (as part of the Cloud Transition programme). A checkpoint has been scheduled for September 2026 as part of the Cloud Transition programme. It is anticipated that this could be offset via a reduction in capital funding and an increase in revenue to contribute to cost pressures.
- **SLA Charging Review:** This review aims to ensure that the cost and charging of digital service provision is transparent, equitable, and aligned with usage and value delivered to NHS Wales organisations. Engagement continues with local organisations with the target to produce options during quarter 3.
- **Programme Funding:** DHCW continues to raise the challenges inherent in single year funding settlements to support multi-year programme delivery and the benefits of moving to a more secure arrangement as part of a transition to a product / service operating model. The Strategic Resourcing Group continues to build on its initial findings to finalise a view on future capacity requirements (to meet pipeline projects). Following this, we will seek to engage with Welsh Government regarding the optimum way forward to address this matter and minimise the risk currently assessed at £1.5m.

**4.2.4 Microsoft VAT Recovery:** DHCW has received a protective assessment from HMRC dated 31 July 2025, covering the July 2021-December 2021 accounting period. This assessment totals £4.023m in VAT, with £0.852m in default interest. HMRC has confirmed that enforcement is paused pending further internal discussions. Whilst DHCW has held a provision for the VAT assessment value, it does not hold a provision for the interest liability given that the cash was transferred to WG in line with requirements.

**Impact:**

- Inability to disburse VAT recovered from over 4 years as previously planned.

- Further assessment of any possible interest implications to other VAT recovery periods.
- Possibly liability in relation to interest which will need to be resolved.

We continue to liaise with Welsh Government as we look to agree next steps and the appropriate funding mechanism should it be required.

**4.2.5 Vacancies/Vacancy Management:** Recruitment cadence has been low compared to establishment due to the progressing transformation and change as the organisation implements its new target operating model. Through the established Planning & Performance Management Group, the impact of any resource and capacity issues is discussed, addressed or if required escalated with mitigating options. During the first two quarters we have established a mechanism to focus funding to accelerate achievement of IMTP deliverables and direct external resource where required.

**4.2.6 Microsoft Renewal:** Digital Health and Care Wales owns the All-Wales Microsoft Enterprise Agreement on behalf of all organisations in NHS Wales. The contract commenced in July 2022 for a period of three years with option to extend for up to two years. A decision was made in January 2025 to extend for 12 months following consultation with Directors of Digital and commercial options appraisal. The October Programme Board approved three shortlisted options to be taken forward for economic appraisal. A draft financial case is being finalised and being reviewed at Programme Board on Friday November 14<sup>th</sup>. However in parallel to this it is expected that the details will continue to iterate alongside ask optimisation and negotiations with Microsoft.

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

### 5.1 Key Issues & Risks

**5.1.1 2025/26 Forecast:** The forecast end of year breakeven position will be dependent upon a number of variables, particularly those surrounding recruitment cadence. Due to ongoing organisational changes and the development of new structures, not only have there been recruitment delays but also a significant proportion of current vacancies are being internally sourced. This approach has the benefit of retaining and further investing in the talent already within DHCW. As a result, it may impact the pay forecast and generate underspends going forward. We will continue to monitor the impact not only from a financial perspective but also in terms of any impact upon delivery.

**5.1.2 Financial Grip & Control:** As part of the formal mid-year financial review, core and programme budget holders will be required to finalise their forecast end of year position. The position is to be reported to the relevant programme boards (as

appropriate) before a review across the DPIF portfolio and agreement of any reallocation/reprioritisation of budget to accelerate deliverables or mitigate any emerging risks.

- 5.1.3 Fixed Term Funded Resource – Exit Management:** There are a number of staff working within non-core programmatic areas such as National Priority (DPIF) schemes, which have time-limited funding arrangements. Should funding not be confirmed to progress schemes (or it reaches its end), DHCW will be required to either manage the reassignment or exit of staff leading to a possible financial pressure. To address this, DHCW has set up a Task and Finish Group to focus on the review of fixed term staff within DHCW. We will also look to discuss with Welsh Government a more effective mechanism for funding requirements of this type with a view on the needs of the future digital pipeline.
- 5.1.4 WICIS:** DHCW continues to liaise with the supplier and NHS Wales stakeholders. The WICIS programme Board unanimously endorsed the option to proceed. DHCW is currently liaising with WG to review the Programme Strategic Assessment paper. A decision is required to ensure supplier continuity or address any impairment funding implications. We will continue to provide updates to Welsh Government finance colleagues on progress.
- 5.1.5 LIMS 2.0:** Readiness activities continue across Wales, with ongoing testing and development in preparation for deployment. Further costs (£0.5m) required to extend resources until end of the financial year. Programme have also flagged that work will continue into FY26-27. Further financial assessment of this risk to be completed.
- 5.1.6 Digital Inflation:** As a result of recent events in the global economy, DHCW Finance and Commercial teams are working with service leads and external organisations to quantify potential internal and pan NHS Wales financial exposure to exchange rate fluctuations, tariffs and other economic factors in addition to the implementation of National Insurance increases and potential impact on suppliers' costs. Progress will be reported via Directors of Digital and other appropriate stakeholder forums. DHCW will work with the Financial Planning and Delivery Unit to agree an estimate of digital inflation that can be used for planning purposes nationally across NHS Wales.
- 5.1.7 2026/27 Programmes Forward Look** The granular level indicative financial forward look for 2026/27 has been submitted on 20<sup>th</sup> October to Welsh Government. The output incorporates pipeline resource requirements and any resource gaps or surpluses. It is welcomed that early engagement has taken place with Welsh Government to support the identification of an agreed planning position for the 2026/27 IMTP and align the remit letter requirements with funding allocation.



## 6 ARGYMHELLIAD / RECOMMENDATION

Argymhelliad:  
Recommendation:

SHA Board is being asked to

**RECEIVE** and **DISCUSS** the contents of the financial report for October 31st, the forecast achievement of financial targets.

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES STRATEGIC PROCUREMENT REPORT

Eitem ar yr Agenda: Agenda Item:	6.2
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Claire Osmundsen-Little, Executive Director of Finance
Paratowyd gan: Prepared By:	Laura Panes, Strategic Commercial Manager
Cyflwynwyd gan: Presented By:	Julie Francis, Head of Commercial Services

Pwrpas yr Adroddiad: Purpose of the Report:	For Approval
Argymhelliad: Recommendation:	SHA Board is being asked to
To <b>APPROVE</b> two (2) Contract Extension and Value Increase papers and an MOU, as set out below:	
<ul style="list-style-type: none"> <li>i. P668 Data Centre 1 ("DC1")</li> <li>ii. P997 National Health and Care Architecture for NHS Wales</li> <li>iii. Memorandum of Understanding in relation to National Data Resource and Other Initiatives</li> </ul>	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL STRATEGIC MISSION</b>	All missions apply
<b>RISG GORFFORAETHOL (cyf, os yw'n briodol) CORPORATE RISK (ref if appropriate)</b>	N/A
<b>ASESIAID O'R EFFAITH AR ANSAWDD (cyf, os yw'n briodol) QUALITY IMPACT ASSESSMENT (ref if appropriate)</b>	N/A
<b><u>DEDDF LLESIAINT CENEDLAETHAU'R DYFODOL</u> <u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Prosperous Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>SAFONAU ANSAWDD IGDC</u> <u>DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u> <u>DUTY OF QUALITY ENABLER</u></b>	N/A
<b><u>PARTH ANSAWDD</u> <u>DOMAIN OF QUALITY</u></b>	N/A
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u> <u>GYDRADDOLDEB</u> <u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
Choose an item.	Outcome: N/A
Datganiad: Statement:	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	Yes, please see detail below To the extent as set out in the Procurement and Contracting activity within this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	Yes, please see detail below To the extent as set out in the Procurement and Contracting activity within this report.
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Julie Francis, Head of Commercial Services	06/11/2025	APPROVED
Chris Moreton, Deputy Director of Finance	10/11/2025	APPROVED
Management Board	13/11/2025	APPROVED

Acronymau Acronyms			
CCS	Crown Commercial Services	DHCW	Digital Health and Care Wales
MOU	Memorandum of Understanding		
RFI	Request for Information		
SFIs	Standing Financial Instructions		
SHA	Special Health Authority		

### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

The Commercial Services Team, within the Finance and Business Assurance Directorate, in Digital Health and Care Wales (“DHCW”) manages a range of contracts supporting both National services and the internal requirements of the organisation itself. The procurement of these contracts is also led by the Team, which includes several specialist procurement staff from the NHS Wales Shared Services Procurement Service.

In accordance with the scheme of delegation in DHCW’s Standing Financial Instructions (“SFI’s”), Contracts to be awarded with a total contract value which exceeds £750,000 (excl. VAT) will be presented for the Board’s approval. In addition, the Board will also be required to approve any contracts which are to be extended either outside their initial term and/or in excess of the executed contract value.

For special Agreements such as Memorandum of Understanding (“MOU”), and other inter Authority Agreements, these are Approved by the Management Board and presented to the SHA Board for Noting. In the event of these Agreements over £750,000 excl. VAT, these will also require SHA Board Approval.

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

#### 1. Contract Extension and Value Increase Papers

Appendix 1 sets out the two (2) Contract Extension and Value Increase Papers and one (1) MOU for APPROVAL by the Board. An overview of the contractual activity is provided below:

##### i. [P668 Data Centre 1 \(“DC1”\)](#)

<b>Supplier:</b>	CDW Limited
<b>Term:</b>	04 February 2026 to 03 February 2029
<b>Original Total Value:</b>	Original Total Value of <b>£3,925,022 excl. VAT</b>
<b>Proposed Value:</b>	Total Value for proposed increase of <b>£1,729,211 excl. VAT</b> . Please Note, the Charges for power are variable and subject to change in line with energy pricing.
<b>Approval Requested:</b>	Contract Extension and Value Increase

#### Context/Background:

In December 2020, NHS Wales Informatics Service (“NWIS”) the predecessor organisation to Digital Health and Care Wales (“DHCW”), procured a tier 3 Data Centre with co-location capacity in South Wales, (namely “CDC” or “DC1”). The Contract was awarded to CDW Limited acting as the Prime Contractor, with the data centre services being provisioned by their sub-contractor Cloud Centres. The Contract was awarded for a period of five (5) years, with no

option to extend and is due to expire on 03 February 2026. The Contract is required to be modified with the extant supplier to ensure the provision of key operational services to Health Boards/ Trusts across Wales are maintained.

Following a thorough review of the options available to DHCW via a legal review undertaken in Summer 2025 it was agreed by the executive team (via an SBAR) that a modification for a period of 3 years was required. The SBAR is included in the Appendix to the Contract Extension and Value Increase Paper.

A modification to the existing Contract with CDW Limited is needed to ensure that:

- DHCW has sufficient time to complete its activities set out in the Cloud Transition Programme, which is estimated to take circa thirty-six (36) months due the complexity of the work and the involvement of multiple parties in the work.
- DHCW needs the ability to maintain two (2) data centres (for resilience purpose) until all equipment can be migrated to the public cloud, albeit with a reducing footprint.
- There are no disruptions to the delivery of key operational services to NHS Wales.
- The Cloud migration remains a focal priority and not a Data Centre transition.
- Reputational damage is minimised in the event of a major incident/service failure.

An agreement (Deed of Variation) which has been developed by Blake Morgan for the 3-year term. It includes appropriate drafting to manage the risks in the event of supplier challenge to DHCW following issuing of the modification notice to the market, which may result in the need to terminate the agreement, shorten the term of the extension period, undertake a competitive procurement process and or pay breakage costs to the supplier.

## ii. [P997 National Health and Care Architecture for NHS Wales](#)

<b>Supplier:</b>	Channel 3 Consulting Ltd
<b>Term:</b>	19 May 2025 to 19 May 2026 with the option to extend for a further 12 months
<b>Original Total Value:</b>	Original Total Value of <b>£700,000 excl. VAT</b>
<b>Proposed Value:</b>	Total Value for proposed increase of <b>£280,000 excl. VAT</b>
<b>Approval Requested:</b>	Contract Value Increase

### Context/Background:

In 2025, Digital Health and Care Wales (“DHCW”) awarded a contract to Channel 3 Consulting Ltd for a period of one (1) year with the option to extend for one (1) year.

Channel 3 Consulting Ltd were required to work closely with DHCW, Health Boards and Trusts to support a collaborative, Wales-wide initiative to define/validate a national health and care architecture. This included facilitating the rapid capture of the current state architecture utilising Ardoq (Enterprise Architecture Tooling), leading the collaborative definition of potential target state architectures, performing gap analyses, and developing 10-year, agile delivery roadmaps for the associated organisations across Wales.

The total contract value was £700,000.00 ex VAT. The initial work package has delivered:

Stakeholder Engagement across NHS Wales, a review the Current State Architecture and a Target Architecture Roadmap which will be utilised to inform policy makers about the potential investment required to achieve the target state. The request to increase the contract value by £280,000.00 ex VAT is due to the identification of follow-on work to augment the initial findings from across Wales. Increasing the value of the contract provides an opportunity to leverage the existing work undertaken by DHCW and Channel 3 Consulting Ltd to build on the success of the initial work package and to provide a Strategic Investment Plan. The latter will describe a preferred way forward to achieving a desired target state and shall provide context for decision makers in NHS Wales to support investment decisions on the key next steps required for delivery.

The remaining contract value of £24,300.00 ex VAT is insufficient for any future call off work and a modification to the existing Agreement with Channel 3 Consulting Ltd is needed to allow DHCW the ability to call off the following areas of work throughout the duration of the contract:

- Supporting the development of a Strategic Investment Plan for the National Target Architecture, providing a 10-year outline of the proposed phasing and scale of investment required to deliver on the proposed target state.
- Work on the proposed benefits and value associated with the proposed target state to inform investment decisions.
- Development of costing models and frameworks to support investment options appraisal and decision making.
- Supporting the transition from conceptual target architecture into a realised investment plan consisting of multiple business cases for investment initiatives.

**IMPORTANT** – This is not an agreement to additional committed expenditure; this is to uplift the Contract Value only. The budget will be identified for any further commitment and will form part of the PAF process.

### iii. [MOU in Relation to National Data Resource and Other Initiatives](#)

<b>Supplier:</b>	Social Care Wales
<b>Term:</b>	1 <sup>st</sup> December 2025 – 30 <sup>th</sup> November 2028
<b>Value:</b>	Up to £2,000,000 excluding VAT
<b>Approval Requested:</b>	MOU Approval

#### Context/Background:

This Memorandum of Understanding renewal continues a strategic partnership between Digital Health and Care Wales and Social Care Wales to deliver the National Data Resource (NDR) and related initiatives. The collaboration is designed to support Welsh Government priorities, particularly the vision set out in "A Healthier Wales" and the Digital Health and Social Care Strategy for Wales.

The MoU provides a framework for joint working, aiming to improve health and social care outcomes through enhanced data sharing, the development of common data standards, and the adoption of digital innovation. It formalises the relationship between the two organisations, building on previous collaborative work and sets out clear governance, financial

arrangements, and Programme deliverables between the Parties.

Key objectives include the development of robust social care data standards, widespread stakeholder engagement to define data sharing use cases, and the establishment of a national data management model for social care. The Programme also seeks to improve communications and engagement, align with the Connecting Care Programme, and support digital maturity across the sector.

The MoU sets out the basis for cooperation, with dispute resolution and termination provisions included to ensure clear and appropriate sharing and management of risks. The agreement also addresses compliance with equality, health and safety, data protection, and confidentiality requirements.

In summary, this MoU provides a robust foundation for delivering a more joined-up, data-driven approach to health and social care in Wales. It is recommended for Board approval to enable continued progress and alignment with national strategic priorities.

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

There are no matters or risks for escalation.

## 6 ARGYMHELLIAD / RECOMMENDATION

<b>Argymhelliad: Recommendation:</b>	Management Board is being asked to
To <b>APPROVE</b> two (2) Contract Extension and Value Increase papers and an MOU, as set out below:	
<ul style="list-style-type: none"> <li>i. P668 Data Centre 1 (“DC1”)</li> <li>ii. P997 National Health and Care Architecture for NHS Wales</li> <li>iii. Memorandum of Understanding (MoU) in relation to National Data Resource and Other Initiatives</li> </ul>	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES CORPORATE RISK REGISTER

Eitem ar yr Agenda: Agenda Item:	6.3
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Chris Darling, Director of Corporate Affairs / Board Secretary
Paratowyd gan: Prepared By:	Bethan Walters, Corporate Risk Manager
Cyflwynwyd gan: Presented By:	Chris Darling, Director of Corporate Affairs/ Board Secretary

Pwrpas yr Adroddiad: Purpose of the Report:	To Receive/Discuss
Argymhelliad: Recommendation:	SHA Board is being asked to
<p><b>NOTE</b> the Risk and Board Assurance Framework Workplan.  <b>RECEIVE</b> and <b>DISCUSS</b> the status of the Corporate Risk Register including changes since the last meeting.  <b>NOTE</b> the Annual Corporate Risk Tending Analysis.</p>	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL</b> <b>STRATEGIC MISSION</b>	Deliver high quality digital products and services
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<b>RISG GORFFORAETHOL</b> (cyf, os yw'n briodol) <b>CORPORATE RISK</b> (ref if appropriate)	All are relevant to the report
<b>ASESIAID O'R EFFAITH AR ANSAWDD</b> (cyf, os yw'n briodol) <b>QUALITY IMPACT ASSESSMENT</b> (ref if appropriate)	N/A

<b><u>DEDDF LLESIAINT CENEDLAETHAU'R DYFODOL</u></b> <b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>SAFONAU ANSAWDD IGDC</u></b> <b><u>DHCW QUALITY STANDARDS</u></b>	ISO 9001 - Quality Management System
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below: ISO 14001 ISO 20000 ISO 27001 BS 10008	

<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u></b> <b><u>DUTY OF QUALITY ENABLER</u></b>	Leadership
<b><u>PARTH ANSAWDD</u></b> <b><u>DOMAIN OF QUALITY</u></b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below: Safe Care Effective Care	

<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u></b> <b><u>GYDRADDOLDEB</u></b> <b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Datganiad: Statement: Risk Management and Assurance activities, equally affect all. An EQIA is not applicable.	



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ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	Yes, please see detail below Additional scrutiny and clear guidance as to how the organisation manages risk has a positive impact on quality and safety.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	Yes, please see detail below Should effective risk management not take place, there could be legal implications
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	Yes, please see detail below Should effective risk management not take place, there could be financial implications
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Risk Management Group	04/11/2025	Discussed and verified
Management Board	13/11/2025	Discussed and verified
Laura Tolley, Deputy Board Secretary   Head of Corporate Governance	November 2025	Reviewed
Chris Darling, Director of Corporate Affairs   Board Secretary	November 2025	Approved



Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
BAF	Board Assurance Framework	WG	Welsh Government
NI	National Insurance	DPIF	Digital Priorities Investment Fund
DSPP	Digital Services for Patients and the Public	WICIS	Welsh Intensive Care Information Service
WASPI	Wales Accord on the Sharing of Personal Information	NDR	National Data Resource
SLA	Service Level Agreement	IMTP	Integrated Medium Term Plan
IRAT	Integration and Reference Team	ICU	Intensive Care Unit
ISD	Information Services Directorate	HBs	Health Boards
WG	Welsh Government	FDU	Finance Delivery Unit
SAIL	Secure Anonymised Information Linkage	CAPEX	Capital Expenditures
OPEX	Operating Expenditures	DU	Delivery Unit
WEDs	Weekly Executive Directors	OCP	Organisational Change Policy

### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 The DHCW [Risk Management and Board Assurance Framework \(BAF\)](#) outlines the approach the organisation will take to managing risk and Board assurance.
- 3.2 The Risk and BAF workplan for 2025-26 includes progress of activity tracked on the forward workplan.
- 3.3 Risk should be considered from the perspective of opportunities and threats, managing risks effectively can often lead to realizing opportunities. With health services under more pressure than ever there is a huge opportunity to use digital products and services to drive efficiencies and improve patient outcomes. DHCW intends to be at the forefront of this, trends and opportunities include:
- The growing importance of data
  - Digital services driving service transformation
  - Moving to Cloud services
  - International technical and data standards
  - Tackling a shortage of technology talent
  - A shift from capital funding to a recurrent revenue-based model
  - Organisations shifting from programme to 'product' based delivery models
  - Continuous agility in delivering digital services, modular components and mix and match
  - Automation and Artificial Intelligence

- Open architecture where data exchange is facilitated between public and private sector providers
- The increasing need to ensure robust, secure and solid digital foundations to enable successful digital delivery
- Patient empowerment Apps
- NHS Wales Digital Blueprint work
- NHS Wales Information Governance policy position
- DHCW Escalation Status

3.4 The below are key areas from the [World Economic Forum Term Global Risks Landscape \(2025\)](#) for context and consideration by the Board:

- Cyber insecurity
- Misinformation and disinformation
- Adverse outcomes of AI technologies

## 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

- 4.1 DHCW's Corporate Risk Register currently has 16 risks on the Register, 14 of which are detailed at item [6.3i Appendix A](#). There are 2 Private risks which are considered at every Digital Governance and Safety Committee.
- 4.2 Board members are asked to note the following changes to the Corporate Risk Register (new risks, risks removed and changes in risk scores) for the period 1 September 2025 to 31 October 2025:

### NEW RISKS (2) 2 Public - 0 Private

There were two new risks entered onto the register during the period.

RISK TITLE	RISK DESCRIPTION	EXECUTIVE OWNER	COMMITTEE ASSIGNMENT
DHCW0237 New requirements impact on resources and plan (RE-ESCALATED)	IF new requirements (additional work or new services) do not come via the approved processes and receive adequate prioritisation, THEN staff may be diverted from other agreed deliverables in the plan RESULTING in non-delivery of our IMTP objectives, delays to delivery and potential reputational damage.	Executive Director of Strategy	Programmes Delivery Committee



DHCW0351 Changes in political landscape in Wales	IF there is a change in political landscape in Wales that brings about revised priorities or interpretations regarding health policy, digital transformation, or the allocation of healthcare resources, THEN DHCW may need to adapt to evolving funding arrangements, regulatory expectations, or procurement procedures, RESULTING IN the possibility of adjustments to project timelines, a period of uncertainty for stakeholders and staff, and the need to carefully manage the continuity and quality of digital health services delivered across NHS Wales.	Director of Corporate Affairs/ Board Secretary	Audit & Assurance Committee
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### RISK REMOVED (3) 2 Public - 1 Private

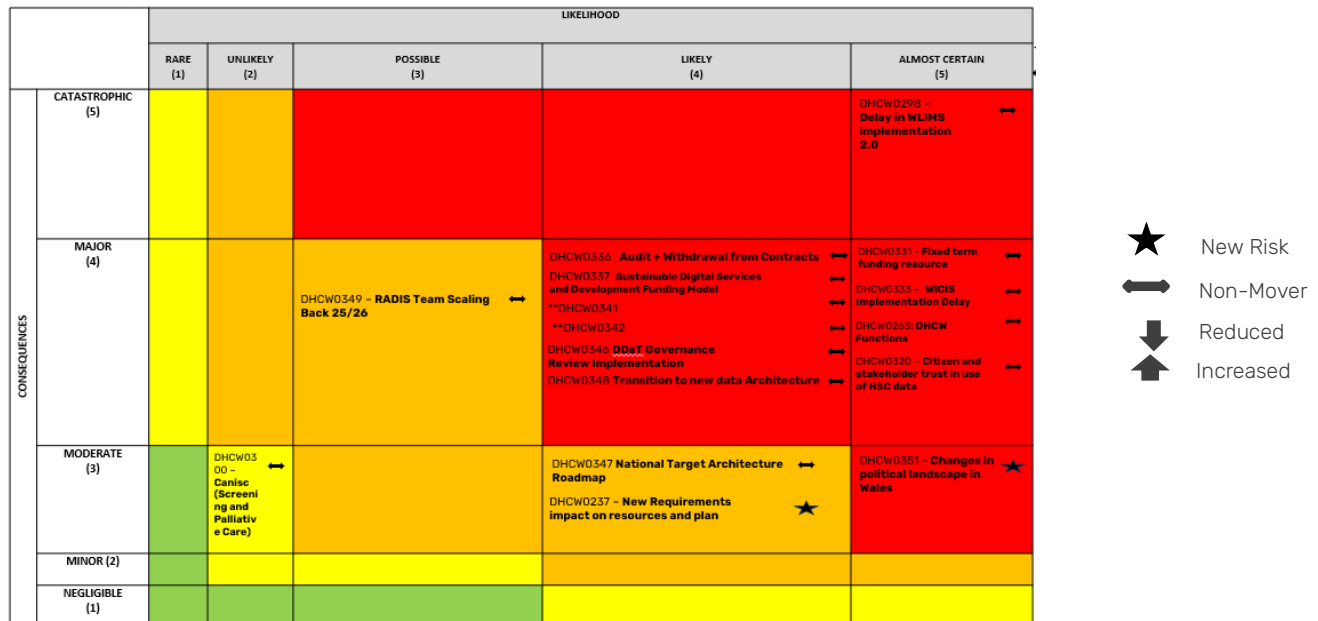
There were three risks removed during the period.

RISK TITLE	RISK DESCRIPTION	STATEMENT	COMMITTEE ASSIGNMENT
DHCW0207 Document Management Strategy	IF DHCW do not update their Document Management Strategy in light of the adoption and roll-out of Microsoft 0365 THEN their processes may not be the most effective they can be RESULTING in sub-optimal use of resources and loss of ISO 9001 Quality Management System certification and other ISO / BS certificates.	Document Management plan now at 88% complete, feedback on progress has been provided to our external auditor who has approved closing the non-compliances. Risk to be held at directorate level until plan is 100% complete.	Audit & Assurance Committee
DHCW0281 **PRIVATE**	**PRIVATE**	Downgraded to Directorate level for management to closure	Digital Governance & Safety Committee
DHCW0318 Welsh Language Scheme Compliance	IF the NHS Wales App does not provide a bilingual log in and ID verification process, THEN it will not be fully compliant with the DHCW Welsh Language Scheme, RESULTING in a risk of receiving complaints from the Public and an investigation by the Welsh Language Commissioner	Downgraded to directorate level for management	Programmes Delivery Committee

### RISKS WITH A CHANGE IN SCORE (0)

There were no changes in score during the period.

4.3 The Board are asked to consider the DHCW Corporate Risk Register Heatmap showing a summary of the DHCW risk profile. The key indicates movement since the last risk report.



4.4 All the risks on the Corporate Risk log are assigned to a committee as outlined in the Risk Management and Board Assurance Framework Strategy to provide the SHA Board with the necessary oversight and scrutiny. As previously stated, the private (commercially sensitive, cyber and security related) risks are reviewed in detail by the Committee's in a private session.

4.5 Board members are also asked to note the [Annual Corporate Risk Tending Analysis](#) which has also been discussed at each Committee of the SHA Board.

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

5.1 The Board is asked to note the recent changes in the corporate risk profile, as a result of the escalation of two risks and the removal of three risks.

## 6 ARGYMHELLIAD / RECOMMENDATION

<b>Argymhelliad: Recommendation:</b>	SHA Board is being asked to
<b>NOTE</b> the Risk and Board Assurance Framework Workplan.	
<b>RECEIVE</b> and <b>DISCUSS</b> the status of the Corporate Risk Register including changes since the last meeting.	
<b>NOTE</b> the Annual Corporate Risk Tending Analysis.	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES PERFORMANCE REPORT

Eitem ar yr Agenda: Agenda Item:	6.4
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Claire Osmundsen-Little, Executive Director of Finance
Paratowyd gan: Prepared By:	Sophie Cattalini, Organisational Performance Officer
Cyflwynwyd gan: Presented By:	Claire Osmundsen-Little, Executive Director of Finance

Pwrpas yr Adroddiad: Purpose of the Report:	To Receive/Discuss
Argymhelliad: Recommendation:	SHA Board is being asked to <b>RECEIVE</b> and <b>DISCUSS</b> the performance detailed in the DHCW Performance Report.



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL STRATEGIC MISSION</b>	All missions apply
<b>RISG GORFFORAETHOL (cyf, os yw'n briodol) CORPORATE RISK (ref if appropriate)</b>	
<b>ASESIAD O'R EFFAITH AR ANSAWDD (cyf, os yw'n briodol) QUALITY IMPACT ASSESSMENT (ref if appropriate)</b>	
<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>SAFONAU ANSAWDD IGDC DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD DUTY OF QUALITY ENABLER</u></b>	N/A
<b><u>PARTH ANSAWDD DOMAIN OF QUALITY</u></b>	Choose an item.
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
<b><u>DATGANIAD ASESIAID O'R EFFAITH AR GYDRADDOLDEB EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
Choose an item.	Outcome: N/A
Datganiad: Statement:	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	Yes, please see detail below Additional scrutiny and development of transparent organisational performance reporting has a positive impact on quality.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	Yes, please see detail below There is a duty to monitor, report on, and improve performance.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	Yes, please see detail below Should effective performance management not take place, there could be financial implications.
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	Yes, please see detail below Key organisational decision makers and leaders should be aware of an act upon the elements of performance for which they hold responsibility or accountability.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Claire Osmundsen-Little	14/11/25	Approved



### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 The DHCW [Integrated Performance Report](#) provides evidence of performance against key indicators across Digital Health and Care Wales and is linked to the Strategic Missions defined within our Integrated Medium-Term Plan (IMTP).
- 3.2 Performance is monitored and managed at various levels throughout the DHCW governance structure, with final oversight through Management Board and then our Special Health Authority (SHA) Board.

The Executive Summary is structured, as follows:

- Current priorities
- Stakeholder performance
- Organisational Capacity performance
- Internal Processes
- Financial Stewardship

#### Accountability Conditions

- 3.3 Strong progress against our Accountability Conditions continues with a high level of confidence in line with planned delivery for the end of the financial year. All conditions are monitored at IQPD Meetings with Welsh Government. The IMTP and summary explainer video was made available on DHCW website in September.

#### Mission Achievements

- 3.4 Information on the key updates and achievements across each mission is detailed in the [half year Strategic Performance Report](#).

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

#### Delivery of Major Programmes

**Target Architecture** Diagrams and a draft final report have been shared for review with a Strategic Investment Case being developed and will be presented to Welsh Government in the next quarter. To strengthen collaboration, an Architecture Community of Practice was established during Q2 2025/26. This forum promotes problem-solving and knowledge sharing driving learning and development across the organisation. Three sessions have already taken place, with positive engagement from participants.

The **RISP Programme** continues to make progress, with all national integrations now delivered and both Powys Teaching Health Board and Betsi Cadwaladr UHB live, along with Public Health Wales. However, there are several challenges that may affect programme delivery

timelines, including delays from the supplier and cross-border operational dependencies across Health Boards and Trusts. The Programme are working to collaboratively to address these challenges.

The **LIMS2.0 programme** has made steady progress despite challenges which impacted on the delivery timeframes. The hosted environments for the solution are built with the required connectivity in place to support all-Wales access to the solution once it has been validated. The solution is live from a technical standpoint, but outstanding development and defect fixes along with end user testing are still impacting the agreement of revised implementation dates. We have agreed dates for the first discipline to go live, and we are actively working with all stakeholders to finalise the remaining plans, identify risks and agree on mitigations, however programme completion by end of March 2026 is at risk.

The NHS Wales App continues to make step change in users surpassing a milestone of over 600,000 registrations and expanding its functionality, aiming for consistent availability and improved patient experience across Wales. Beta / MVP expansion plans were agreed with Health Boards for enabling waiting list referrals and hospital appointments features across Wales and deployed on 31st October for 6 of 7 health Boards. (The initial scope of the full deployment agreed with Health Boards includes referrals to outpatients from GP practice only and first outpatient appointment attendance).

Sites live with **Electronic Prescription Services (649)** continues to increase in line with Rollout plans.

There is a significant amount of national activity planned for the last quarter of the year, which was collectively raised at the last DDaT Board with Welsh Government in November 2025.

Consistent progress on milestones on the accelerated GP rollout, Dental Referral, Connecting Care, Audit+ and Flu vaccines within PCMH continues with no escalations to report.

### Key Performance Messages

DHCW demonstrates strong performance across key areas:

- Statutory and Mandatory Training
- Electronic Prescribing Service rollout
- NHS Wales App usage
- GP Migrations
- Service Desk Abandoned Call rate
- Public Sector Pay Policy

### Stakeholder

The Service Desk **customer satisfaction surveys** continue to highlight both strengths and areas for improvement in our services. One area highlighted was the Welsh Immunisation System, with calls related to new functionality being released and process changes where

required improvements have been made. The service desk follows up on all dissatisfied responses.

The actions relating to the stakeholder review are ahead of planned milestone delivery dates, with 70% of DHCW actions now delivered. The uptake graphs news stories continue to reach a variety of interested parties across our social media platforms (Facebook, Instagram, LinkedIn).

### Organisational Capacity

**Headcount** (1238) and **Turnover** (8.49%) both remain relatively stable and have done so for the last 9 months.

**Statutory and Mandatory Training** (94.73%) continues to be a key success above target.

### Internal Processes

**Active Problems with the Root Cause identified** (60.61%) has remained stable over the last three months, increasing from a low of 43% in December 2024, highlighting the work being undertaken by the teams to proactively identify and resolve.

The half year Strategic Performance Report is also included with this report.

Overall Confidence levels have fallen (83%) in our delivery of **IMTP milestones** due to a variety of factors but primarily due to reprioritisation of resources to the completion of Remit Letter, MAG, Winter Planning and Escalation milestones but also the delivery complexity including many moving parts to coordinate – externally with suppliers, users, HBs and matrix resource management. Recovery is expected throughout Q3 and Q4 now that reprioritisation has been completed.

### Financial Stewardship

DHCW is presenting a month end underspend of £0.172m. This variance is primarily driven by vacancies. DHCW has set a provisional saving target of £1.6m for the 2025/26 financial year. The National Priorities Fund spend to date is £15.307m, against an initial allocation of £31.261m (inc. health board contributions). Capital for the year is £4.877m against a limit of £15.106m. As of 31<sup>st</sup> October, cash balance is £5.756m with agency and third-party contractors spend to date, at £0.785m.

### Ongoing Areas of Concern

**National Service Tickets resolved within SLA** have fallen below target to 94.6% for the first time. This is primarily due to the Welsh Immunisation System-related calls following its latest release. A review is underway on internal processes.

**Appraisal Compliance** (84.33%) has fallen just below target for the fourth time in 12 months and remains a focus in Directorate Senior Leadership Teams.

### New Areas of Concern

The time for **Vacancy Creation to Unconditional Offer** has risen to 57 days against a target of 51 days. This is largely driven by the time to shortlist, which was at 11.3 in October and 11.4 in September, against a target of 6 days. Some posts are receiving high volumes of applications, meaning shortlisting is taking longer than usual. Discussions with NWSSP are underway to find quicker ways to shortlist applicants.

The **First Line Fix Rate** currently stands at 19.2% against a target of 20%, following a gradual decline since February 2025. Despite handling a higher overall call volume, the Service Desk continues to deliver appropriate support, abandoned call rate is at a low of 0.07% (target 5%). The reduction in first-contact resolution reflects increasing call with technical complexity and system limitations, rather than any drop in Service Desk capability. Work is already underway to identify tasks that can be transitioned to first-line resolution, helping to improve efficiency and enhance the customer experience.

### Resolved Areas of Concern

**Quality Management Compliance** exceeded the target at 91% this month. Operations have a quality compliance score of 79% (against the expected value of 80%) and People & Organisational Development has a quality compliance score of 100% (against the expected value of 100%).

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

5.1 There are no key risks or matters for escalation.

## 6 ARGYMHELLIAD / RECOMMENDATION

<b>Argymhelliad: Recommendation:</b>	SHA Board is being asked to
<b>RECEIVE</b> and <b>DISCUSS</b> the performance detailed in the DHCW Performance Report.	

# IECHYD A GOFAL DIGIDOL CYMRU

## DIGITAL HEALTH AND CARE WALES

### STRUCTURED ASSESSMENT 2025

Eitem ar yr Agenda: Agenda Item:	6.5
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Chris Darling, Director of Corporate Affairs / Board Secretary
Paratowyd gan: Prepared By:	Laura Tolley, Deputy Board Secretary   Head of Corporate Governance
Cyflwynwyd gan: Presented By:	Chris Darling, Director of Corporate Affairs / Board Secretary

Pwrpas yr Adroddiad: Purpose of the Report:	For Assurance
Argymhelliad: Recommendation:	SHA Board is being asked to
<b>RECEIVE</b> the Structured Assessment 2025 Report for <b>ASSURANCE</b> ;	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL STRATEGIC MISSION</b>	All missions apply
<b>RISG GORFFORAETHOL (cyf, os yw'n briodol) CORPORATE RISK (ref if appropriate)</b>	
<b>ASESIAD O'R EFFAITH AR ANSAWDD (cyf, os yw'n briodol) QUALITY IMPACT ASSESSMENT (ref if appropriate)</b>	
<b><u>DEDDF LLESIAENT CENEDLAETHAU'R DYFODOL</u> <u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>SAFONAU ANSAWDD IGDC DHCW QUALITY STANDARDS</u></b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	
<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u> <u>DUTY OF QUALITY ENABLER</u></b>	Leadership
<b><u>PARTH ANSAWDD</u> <u>DOMAIN OF QUALITY</u></b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	
<b><u>DATGANIAD ASESIAID O'R EFFAITH AR</u> <u>GYDRADDOLDEB</u> <u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Datganiad: Statement: N/A	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Chris Darling, Director of Corporate Affairs   Board Secretary	October 2025	Approved
DHCW Management Board	October 2025	Received
Audit & Assurance Committee	October 2025	Assured

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority

### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 This report provides a summary of the key messages from Audit Wales Structured Assessment 2025 work at DHCW.
- 3.2 The Structured Assessment is designed to help the Auditor General's statutory requirement to be satisfied that DHCW has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources under section 61 of the Public Audit (Wales) Act 2004.
- 3.3 In addition, the Structured Assessment is a key information and intelligence document that is considered to help identify any issues of concern in relation to governance, quality, performance and financial management during the twice-yearly tripartite meetings between Welsh Government, Audit Wales and Health Inspectorate Wales (HIW), of which DHCW are held to account through. The tripartite meetings also determine the level of escalation and intervention arrangements and status for NHS Wales Organisations.
- 3.4 The most recent [information regarding escalation and intervention arrangements and status for NHS Wales's organisations](#) is made publicly available and DHCW are currently in Level 3 (enhanced monitoring) relating to the delivery of Major Programmes.
- 3.5 The Structured Assessment 2025 work specifically focused on how well DHCW is governed and whether DHCW makes the best use of its resources. Audit Wales looked at four areas in particular:
- how well the DHCW board works;
  - how DHCW keeps track of risks, performance, service quality, and recommendations;
  - how DHCW produces key plans and strategies; and
  - how DHCW manages its finances.
- 3.6 To deliver this work, Audit Wales observed Board and Committee meetings, reviewed a range of documents and interviewed the following Senior Officers and Independent Members:
- Chief Executive Officer
  - DHCW Chair
  - Director of Corporate Affairs | Board Secretary
  - Head of Corporate Governance | Deputy Board Secretary
  - Executive Director of Strategy
  - Executive Director of Finance | Deputy Chief Executive Officer
  - Chair of Audit & Assurance Committee
  - Chair of Programmes Delivery Committee
  - An Independent Member
- 3.7 The [Structured Assessment 2025](#) report is included for information.

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

- 4.1 Overall, Audit Wales found that:
- DHCW has an effective Board supported by good governance arrangements. DHCW has

strong financial management processes and a clear long-term plan, including the Integrated Medium-Term Plan (IMTP). However, DHCW's reliance, in part, on short-term funding and savings from job vacancies continue to present some financial risks

- DHCW's corporate governance systems are effective, and current actions are helping to reduce key risks. The Programmes Delivery Committee is rightly focused on major digital programmes, but it should concentrate more on what DHCW can control and work better with partners to support wider delivery. While DHCW is responding positively to its recent escalation by Welsh Government, stronger performance reporting and better tracking of organisational strategies would help it to assess and demonstrate its impact and value to partners.

4.2 Supporting this, Audit Wales found that DHCW:

- DHCW operates openly and transparently and actively seeks to improve how its Board and Committees work;
- DHCW has reasonably effective approaches to providing assurance to the Board and Committees on risks, performance and quality, but it could strengthen them further;
- DHCW has a clear long-term strategy and medium-term plan, but it needs to improve its arrangements for obtaining assurance on delivery, outcomes and impact; and
- DHCW manages its finances well, but there are still risks relating to short-term funding require on-going management.

4.3 The Structured Assessment 2025 raised [four formal recommendations](#), these have been accepted by management, with appropriate actions and implementations dates will be monitored via the DHCW Audit Action Log / Dashboard with progress overseen by Audit & Assurance Committee.

4.4 As part of DHCW's commitment to organisational learning, work has been undertaken to identify opportunities for learning that DHCW can take forward, this has been developed into Structured Assessment Positive Practice Action Plan and monitored by Management Board and Audit & Assurance Committee.

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

5.1 DHCW is in Enhanced Monitoring (Level 3) under the escalation and intervention framework for NHS Wales, in relation to delivery of major programmes.

5.2 The Structured Assessment 2025 is a key information and intelligence document that is considered to help identify any issues of concern in relation to governance, quality, performance and financial management during the twice-yearly tripartite meetings between Welsh Government, Audit Wales and Health Inspectorate Wales (HIW), of which DHCW are held to account through. The tripartite meetings also determine the level of escalation and intervention arrangements and status for NHS Wales Organisations.



## 6 ARGYMHELLIAD / RECOMMENDATION

Argymhelliad: Recommendation:	SHA Board is being asked to
<b>RECEIVE</b> the Structured Assessment 2025 Report for <b>ASSURANCE</b> ;	

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES ESCALATION STATUS-IMPROVEMENT PLAN UPDATE

Eitem ar yr Agenda: Agenda Item:	6.6
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Noddwr Gweithredol: Executive Sponsor:	Helen Thomas, Chief Executive Officer
Paratowyd gan: Prepared By:	Chris Darling, Director of Corporate Affairs / Board Secretary
Cyflwynwyd gan: Presented By:	Helen Thomas, Chief Executive Officer

Pwrpas yr Adroddiad: Purpose of the Report:	For Assurance
Argymhelliad: Recommendation:	SHA Board is being asked to
<b>NOTE for ASSURANCE</b> the current status of the Enhanced Monitoring Escalation Improvement Plan and note the escalation activity.	

## 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

CENHADAETH STRATEGOL STRATEGIC MISSION	All missions apply
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<b>RISG GORFFORAETHOL (cyf, os yw'n briodol)</b> <b>CORPORATE RISK (ref if appropriate)</b>	
<b>ASESIAD O'R EFFAITH AR ANSAWDD</b> (cyf, os yw'n briodol) <b>QUALITY IMPACT ASSESSMENT</b> (ref if appropriate)	

<b><u>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL</u></b> <b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>SAFONAU ANSAWDD IGDC</u></b> <b><u>DHCW QUALITY STANDARDS</u></b>	ISO 27001 - Information Security Management Systems
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b><u>GALLUOGWR Y DDYLETSWYDD ANSAWDD</u></b> <b><u>DUTY OF QUALITY ENABLER</u></b>	Leadership
<b><u>PARTH ANSAWDD</u></b> <b><u>DOMAIN OF QUALITY</u></b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	

<b><u>DATGANIAD ASESIAD O'R EFFAITH AR</u></b> <b><u>GYDRADDOLDEB</u></b> <b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Dyddiad cyflwyno: Ddim yn berthnasol Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Datganiad: Statement: N/A	



ASESIAD O'R EFFAITH / IMPACT ASSESSMENT	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD- GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Y Person / Pwyllgor / Grŵp sydd wedi derbyn y papur hwn cyn y cyfarfod hwn Person / Committee / Group who have received this paper prior to this meeting		
PERSON, PWYLLGOR NEU GRŴP PERSON, COMMITTEE OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Helen Thomas, CEO	Oct 2025	Approved

Acronymau Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
DDaT	Digital, data, and technology	SRO	Senior Responsible Owner
LIMS	Laboratory Information Management System	RISP	Radiology Information System Procurement
DSPP	Digital Services for Patients and the Public	PDC	DHCW Programmes Delivery Committee



### 3 SEFYLLFA & CEFNDIR / SITUATION & BACKGROUND

- 3.1 On 11 March 2025, DHCW's escalation status changed from [Level 1 – Routine Monitoring, to Level 3 – Enhanced Monitoring](#).
- 3.2 The increased escalation relates specifically to the delivery of major programmes, under the 'performance and outcomes' domain of the [NHS Oversight, Assurance, Escalation and Intervention Framework](#).
- 3.3 DHCW have worked closely with Welsh Government to confirm the arrangements for escalation via an agreed [Escalation Framework](#) and associated Enhanced Monitoring Improvement Plan to be monitored to inform the future escalation status.

### 4 MATERION PENODOL I'W HYSTYRIED / SPECIFIC MATTERS FOR CONSIDERATION

#### 4.1 DHCW Escalation Activity

Since the last SHA Board meeting members of DHCW attended the Welsh Government Integrated Quality, Performance and Delivery (IQPD) meeting held on 22 September 2025 and 27 October 2025. The escalation agenda item focused on:

- Progress against September and October milestones
- Forward look to future milestones
- Issues for escalation
- Risks and delivery concerns
- Deep dive into National Target Architecture (Sept) and the NHS Wales App (Oct)

Discussion points of note from 22 September IQPD:

- A deep dive in the National Target Architecture work including the community of practice established.
- The NHS Wales App Silver Road Map, with a focus on the 'view secondary care new appointments feature'.
- How to most effectively escalate through the DDaT governance structure, and the need to use this structure for system wide escalations.
- A discussion on all major programmes included within the DHCW escalation framework.

Discussion points of note from the 27 October IQPD:

- Focus on the work on typology, commercial framework, once for Wales approach (milestones 10.3 and 10.4) and how this is used by the system to inform future digital programmes. The output of this work was considered by the PDC Development meeting on 25 September 2025.

- Implications of the Digital Maternity Cymru programme changing its approach on integration and DHCW’s input and how this has changed.
- Continued focus on LIMS, RISP delivery.
- Considering if the stakeholder engagement action plan in response to the independent review was having the impact planned.
- Deep dive on the NHS Wales App delivering, including ensuring a common understanding of terminology in relation to delivery.

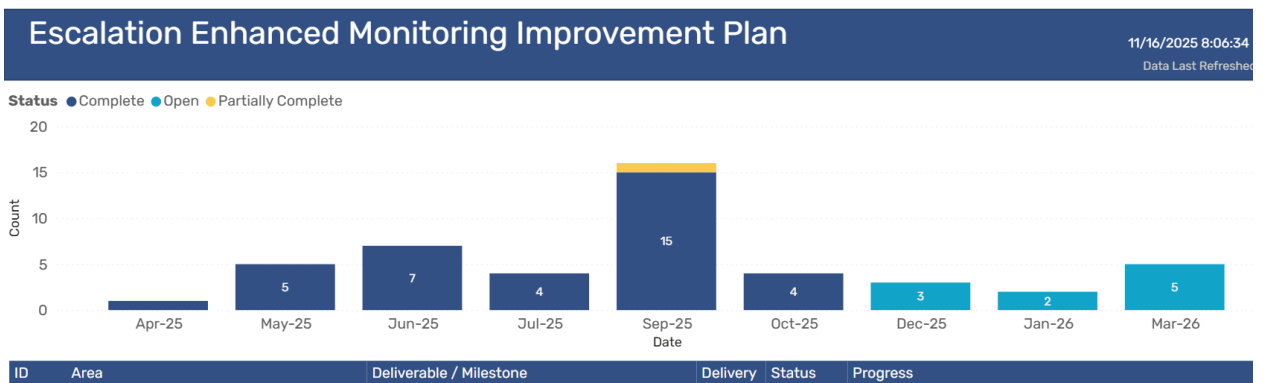
In addition to the IQPD meeting, the CMET meeting held on the 7 October included a DHCW digital update, which included updates on major programmes – Intensive Care, Connecting Care, NHS Wales App, Diagnostics and Joint Data Controller Agreement position.

An additional Escalation meeting with Welsh Government took place on 10 October 2025, which focused on a number of areas, including how DHCW and WG work most effectively in partnership, which has included the DHCW SRO for escalation meeting the WG Digital Policy lead escalation on a weekly basis. This discussion also confirmed next steps for the typology, commercial framework, once for Wales (milestones 10.3 and 10.4) to go to the Directors of Digital Peer Group next for discussion, which took place on the 4 November 2025.

In addition, the DDaT Leadership Board had a meeting on the 4 November, with the agenda including LIMS, RISP, the NHS Wales App, Digital Maternity and Q4 2025/26 delivery congestion.

## 4.2 Enhanced Monitoring Improvement Plan

The SHA Board has assigned the Programmes Delivery Committee to oversee delivery of the [Enhanced Monitoring Improvement Plan](#), which sets out DHCW’s response to the areas of concern/escalation and the proposed milestones and actions against the de-escalation criteria to demonstrate the required improvement. A shared information repository has been developed between DHCW and Welsh Government, to allow a transparent approach to tracking milestone delivery, with each milestone broken down by month. The repository also allows evidence to be uploaded, to show the evidence/outputs/outcomes that demonstrate the milestone has been completed. The distribution of milestone delivery over time can be seen below:



ID	Area	Deliverable / Milestone	Delivery	Status	Progress
5	Escalation Status Update				

Awdur / Author: Chris Darling  
Cymeradwywr / Approver: Helen Thomas

The plan sets out 36 milestones to be delivered by the end October 2025, with 35 delivered and, and one partially delivered (milestone 2.2). However, it should be noted four were delivered after their target dates, these were: 4.1 NHS bodies entering into the WASPI Joint Data Controller Agreement – due for delivery by the end of July but delivered at the end of September 2025, 9.1 Colposcopy go-live – due for delivery by the end of June but delivered on 9 July 2025, 1.5 National Target Architecture – current and future state mapped by end of September 2025, the current state was complete by end of September 2025 but the future state mapping was completed at the end of October 2025, approved by the Project Board, 2.2 the NHS Wales App secondary care new appointments feature is now live in 6 of the 7 Health Boards with one still outstanding, due to go live in early December 2025.

### 4.3 Board Oversight and Next Steps

The DHCW Board Development Day on the 18 December will focus on areas of work commissioned since going into Enhanced Monitoring for the delivery of major programmes. This will include learning from international practice and ways of work in other digital health economies across the world. As well as understanding the opportunities, challenges and system learning from DHCW escalation relating to delivery of major programmes and digital transformation in NHS Wales. The session will also consider the progress made on stakeholder engagement (de-escalation criteria) and the approach and impact this is having.

## 5 RISGIAU ALLWEDDOL & MATERION I'W HUWCHGYFEIRIO / KEY RISKS & MATTERS FOR ESCALATION

- 5.1 DHCW has been put into Level 3 - Enhanced Monitoring for escalation in relation to delivery of major programmes. For the majority of major programmes included within DHCW's Escalation Framework, working in partnership with other Health Bodies and wider partners is essential for successful delivery, and as such the Enhanced Monitoring Improvement Plan has a 'dependencies' column to ensure if action is required by a partner to achieve a milestone this is documented and tracked as part of the improvement plan.
- 5.2 The DHCW Board must ensure they continue to provide sufficient oversight and scrutiny of all areas of DHCW business. Major programmes account for circa 20% of DHCW's investment annually and therefore ensuring continued assurance of digital product and service delivery will be vital whilst also ensuring enhanced scrutiny on major programme delivery.

## 6 ARGYMHELLIAD / RECOMMENDATION

Argymhelliad:  
Recommendation:

SHA Board is being asked to



GIG  
CYMRU  
NHS  
WALES

Iechyd a Gofal  
Digidol Cymru  
Digital Health  
and Care Wales

**NOTE** for **ASSURANCE** the current status of the Enhanced Monitoring Escalation Improvement Plan and note the escalation activity.

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES AUDIT & ASSURANCE COMMITTEE HIGHLIGHT REPORT

Eitem ar yr Agenda: Agenda Item:	6.7
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Enw'r Pwyllgor Name of Committee	Audit and Assurance Committee
Cadeirydd y Pwyllgor Chair of Committee	Marian Wyn Jones, Independent Member
Cyfarwyddwr Gweithredol Arweiniol Lead Executive Director	Claire Osmundsen Little. Executive Director of Finance
Dyddiad y Cyfarfod Diwethaf Date of Last Meeting	07 October 2025
Paratowyd gan Prepared By	Julie Robinson, Corporate Governance Coordinator
Cyflwynwyd gan Presented By	Chris Darling, Director of Corporate Affairs / Board Secretary

Pwrpas yr Adroddiad: Purpose of the Report:	For Assurance
Argymhelliad / Recommendation:	
The Board is being asked to: <b>NOTE</b> the content of the report for <b>ASSURANCE</b> .	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL</b> <b>STRATEGIC MISSION</b>	All missions apply
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<b>RISG GORFFORAETHOL (cyf, os yw'n briodol)</b> <b>CORPORATE RISK (ref if appropriate)</b>	
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<b>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL</b> <b>WELL-BEING OF FUTURE GENERATIONS ACT</b>	A healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b>SAFONAU ANSAWDD IGDC</b> <b>DHCW QUALITY STANDARDS</b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b>GALLUOGWR Y DDYLETSWYDD ANSAWDD</b> <b>DUTY OF QUALITY ENABLER</b>	Information
<b>PARTH ANSAWDD</b> <b>DOMAIN OF QUALITY</b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	

<b>DATGANIAD YR ASESIAID O'R EFFAITH AR GYDRADDOLDEB</b> <b>EQUALITY IMPACT ASSESSMENT STATEMENT</b>	Dyddiad cyflwyno: Date of submission: N/A
No, (detail included below as to reasoning)	Canlyniad: Outcome: N/A
Datganiad: Statement: There is no requirement for an EQIA.	

<b>ASESIAID O'R EFFAITH / IMPACT ASSESSMENT</b>	
<b>ANSAWDD A DIOGELWCH</b> GOBLYGIADAU/EFFAITH <b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	Yes, please see detail below Should the appropriate assurance not take place, there could be unforeseen quality and safety implications to the DHCW services provided.
<b>CYFREITHIOL</b> GOBLYGIADAU/EFFAITH <b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.



<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD-GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO</b> <b>ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Person neu Grŵp sydd wedi derbyn neu ystyried y papur hwn cyn y cyfarfod hwn  
Person or Group who have received or considered this paper prior to this meeting

PERSON NEU GRŴP PERSON OR GROUP	DYDDIAD DATE	CANLYNIAD OUTCOME
Laura Tolley, Deputy Board Secretary	2025	Approved
Committee Chair		Approved

## 3 ACRONYMAU / ACRONYMS

DHCW	Digital Health and Care Wales	SHA	Special Health Authority

## 4 DIFFINIADAU / DEFINITIONS

<b>RHYBUDDIO</b> <b>ALERT</b>	Rhoi gwybod i'r Bwrdd/Pwyllgor am feysydd o ddiffyg cydymffurfio neu faterion y mae angen mynd i'r afael â nhw ar fyrder. Alert the Board/Committee to areas of non-compliance or matters that need addressing urgently.
<b>SICRHAU</b> <b>ASSURE</b>	Nodwch yma unrhyw feysydd sicrwydd y mae'r Pwyllgor wedi'u derbyn. Detail here any areas of assurance that the Committee has received.
<b>RHOI CYNGOR</b> <b>ADVISE</b>	Nodwch yma unrhyw feysydd monitro parhaus lle mae diweddariad wedi'i roi i'r Pwyllgor. Detail here any areas of ongoing monitoring where an update has been provided to the Committee.



## 5 ARGYMHELLIAD & CHAMAU NESAF / RECOMMENDATION & NEXT STEPS

### 5.1 SESIWN GYHOEDDUS / PUBLIC SESSION

<p><b>RHYBUDDIO ALERT</b></p>	<p>There were no items to alert to the SHA Board.</p>
<p><b>SICRHAU ASSURE</b></p>	<ul style="list-style-type: none"> <li>• <b>Standards of Behaviour</b> – the Committee were <b>assured</b> the fall in compliance of Declarations of Interest was a result of the three-year reporting cycle and was being addressed.             <ul style="list-style-type: none"> <li>• <b>Internal Audit Review Reports</b> The Committee <b>received</b> for <b>assurance</b> the following audit reviews:                 <ul style="list-style-type: none"> <li>• <b>Information Governance Framework</b> – the review received a <b>Substantial Assurance</b> rating.</li> <li>• <b>Staff Culture / Wellbeing (Advisory)</b> – the review was not an assurance piece and therefore an assurance rating was not provided. The actions identified in the report <b>were noted</b>.</li> </ul> </li> </ul> </li> <li>• <b>Audit Wales Committee Update</b> – the Committee received the update which included:             <ul style="list-style-type: none"> <li>• A review of <b>Digital Transformation across NHS Wales</b> was underway.</li> <li>• <b>Structured Assessment</b> – Members <b>received</b> the report and welcomed the positive findings.</li> <li>• <b>A Deep Dive</b> on Estate Management remains in the scoping stage.</li> </ul> </li> </ul> <p><b>Local Counter Fraud Update Report</b> – The Committee <b>received</b> the standard report and <b>noted</b> the update to the work undertaking in the period</p> <ul style="list-style-type: none"> <li>• <b>DHCW Escalation Approach</b> the Committee noted the update on DHCW’s approach to escalation</li> <li>• <b>DHCW Response to Welsh Government Requirements</b> the Committee were pleased to <b>receive</b> the information, noting it provided a quick oversight of the breadth of work and activity being taken forward to address the requirements</li> <li>• <b>Digital, Data and Technology National Governance Update</b> the Committee received a verbal update which provided the highlights of the work undertaken since the last meeting at a National level.</li> <li>• <b>Board Assurance Framework – Deep Dive into Duty of Quality</b> – the Committee <b>received</b> a comprehensive deep dive assurance update into the work being undertaken to embed the Duty of Quality across DHCW and reviewed the associated risks.</li> <li>• <b>Corporate Risk Register</b> – Members <b>received</b> updates on the four risks assigned to the Audit and Assurance Committee. Additionally, the Committee received the <b>Annual Corporate Risk Trending Analysis</b>.</li> <li>• <b>Management of Physical Assets</b> the Committee were assured that processes were being followed to manage the physical assets.</li> <li>• <b>Welsh Language Report</b> – Members <b>approved</b> the <b>Mwy na Geiriau Annual Report</b> for submission to Welsh Government and <b>noted</b> the draft <b>Welsh</b></li> </ul>



	Language Standards Compliance Notice.
RHOI CYNGOR ADVISE	There were no items to advise to the SHA Board.

## 5.2 SESIWN BREIFAT / PRIVATE SESSION

RHYBUDDIO ALERT	There were no items to alert to the SHA Board.
SICRHAU ASSURE	<ul style="list-style-type: none"> <li>• <b>Internal Audit Review – GMS Clinical System Migration System</b> The Committee <b>received</b> for <b>assurance</b> the review which had received a Reasonable Assurance rating.</li> <li>• <b>Spot Checks for Recruitment Processes Report</b> the Committee received the report which provided progress on the action requested by the Committee following the recent Limited Assurance review into Recruitment Processes.</li> </ul>
RHOI CYNGOR ADVISE	<ul style="list-style-type: none"> <li>• <b>Counter Fraud – verbal update</b> – the Committee <b>received</b> a confidential update into a recent investigation by the Counter Fraud team. The Committee <b>discussed</b> the recent ‘Failure to Prevent Fraud Legislation’.</li> </ul>

## 5.3 CAMAU GWEITHREDU DIRPRWYEDIG A GYMERWYD GAN Y PWYLLGOR / DELEGATED ACTION TAKEN BY THE COMMITTEE

Approved the following:

- i. POD-POL-17 Equality Diversity & Inclusion
- ii. DHCW-POL-19 Policy on Policies, Strategies and Frameworks
- iii. CLS-POL-1 DHCW Joiners, Movers and Leaver’s ICT Policy

**Dyddiad cyfarfod nesaf y pwyllgor:**  
**Date of next committee meeting:**

20 January 2026

# IECHYD A GOFAL DIGIDOL CYMRU DIGITAL HEALTH AND CARE WALES PROGRAMMES DELIVERY COMMITTEE HIGHLIGHT REPORT

Eitem ar yr Agenda: Agenda Item:	6.8
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Enw'r Cyfarfod: Name of Meeting:	SHA Board
Dyddiad y Cyfarfod: Date of Meeting:	27 November 2025

Cyhoeddus neu Breifat: Public or Private:	Public
IF PRIVATE: please indicate reason: OS YW'N BREIFAT: Nodwch reswm:	N/A

Enw'r Pwyllgor Name of Committee	Programmes Delivery Committee
Cadeirydd y Pwyllgor Chair of Committee	David Selway, Independent Member
Cyfarwyddwr Gweithredol Arweiniol Lead Executive Director	Ifan Evans, Executive Director of Strategy
Dyddiad y Cyfarfod Diwethaf Date of Last Meeting	06 November 2025
Paratowyd gan Prepared By	Belinda Mills, Corporate Governance & Risk Coordinator
Cyflwynwyd gan Presented By	David Selway, Independent Member

Pwrpas yr Adroddiad: Purpose of the Report:	For Assurance
Argymhelliad / Recommendation:	
The Board is being asked to: <b>NOTE</b> the content of the report for <b>ASSURANCE</b> .	



# 1 ASESIAID O'R EFFAITH / IMPACT ASSESSMENT

<b>CENHADAETH STRATEGOL STRATEGIC MISSION</b>	All missions apply
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<b>RISG GORFFORAETHOL (cyf, os yw'n briodol) CORPORATE RISK (ref if appropriate)</b>	
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<b>DEDDF LLESIANT CENEDLAETHAU'R DYFODOL WELL-BEING OF FUTURE GENERATIONS ACT</b>	A healthier Wales
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b>SAFONAU ANSAWDD IGDC DHCW QUALITY STANDARDS</b>	N/A
Os oes mwy nag un safon yn berthnasol, rhestrwch nhw isod: If more than one standard applies, please list below:	

<b>GALLUOGWR Y DDYLETSWYDD ANSAWDD DUTY OF QUALITY ENABLER</b>	Information
<b>PARTH ANSAWDD DOMAIN OF QUALITY</b>	Effective
Os oes mwy nag un galluogwr/parth yn berthnasol, rhestrwch nhw isod: If more than one enabler / domain applies, please list below:	

<b>DATGANIAD YR ASESIAID O'R EFFAITH AR GYDRADDOLDEB EQUALITY IMPACT ASSESSMENT STATEMENT</b>	Dyddiad cyflwyno: Date of submission: N/A
No, (detail included below as to reasoning)	Canlyniad: Outcome: N/A
Datganiad: Statement: There is no requirement for an EQIA.	

<b>ASESIAID O'R EFFAITH / IMPACT ASSESSMENT</b>	
<b>ANSAWDD A DIOGELWCH GOBLYGIADAU/EFFAITH QUALITY AND SAFETY IMPLICATIONS/IMPACT</b>	Yes, please see detail below Should the appropriate assurance not take place, there could be unforeseen quality and safety implications to the DHCW services provided.
<b>CYFREITHIOL GOBLYGIADAU/EFFAITH LEGAL</b>	No, there are no specific legal implications related to the activity outlined in this report.



<b>IMPLICATIONS/IMPACT</b>	
<b>ARIANNOL</b> GOBLYGIADAU/EFFAITH <b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report
<b>AR Y GWEITHLU</b> GOBLYGIADAU/EFFAITH <b>WORKFORCE</b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b>ECONOMAIDD-GYMDEITHASOL</b> GOBLYGIADAU/EFFAITH <b>SOCIO</b> <b>ECONOMIC</b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.
<b>YMCHWIL AC ARLOESI</b> GOBLYGIADAU/EFFAITH <b>RESEARCH AND INNOVATION</b> IMPLICATION/IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

## 2 LLWYBR CYMERADWYO & CRAFFU / APPROVAL & SCRUTINY ROUTE

Person neu Grŵp sydd wedi derbyn neu ystyried y papur hwn cyn y cyfarfod hwn  
Person or Group who have received or considered this paper prior to this meeting

<b>PERSON NEU GRŴP</b> <b>PERSON OR GROUP</b>	<b>DYDDIAD</b> <b>DATE</b>	<b>CANLYNIAD</b> <b>OUTCOME</b>
Committee Chair	November 2025	Approved

## 3 ACRONYMAU / ACRONYMS

DHCW	Digital Health and Care Wales	SHA	Special Health Authority
LIMS	Laboratory Information Management System	RISP	Radiology Imaging Procurement System

## 4 DIFFINIADAU / DEFINITIONS

<b>RHYBUDDIO</b> <b>ALERT</b>	Rhoi gwybod i'r Bwrdd/Pwyllgor am feysydd o ddiffyg cydymffurfio neu faterion y mae angen mynd i'r afael â nhw ar fyrder. Alert the Board/Committee to areas of non-compliance or matters that need addressing urgently.
<b>SICRHAU</b> <b>ASSURE</b>	Nodwch yma unrhyw feysydd sicrwydd y mae'r Pwyllgor wedi'u derbyn.



	Detail here any areas of assurance that the Committee has received.
<b>RHOI CYNGOR ADVISE</b>	Nodwch yma unrhyw feysydd monitro parhaus lle mae diweddariad wedi'i roi i'r Pwyllgor. Detail here any areas of ongoing monitoring where an update has been provided to the Committee.

## 5 ARGYMHELLIAD & CHAMAU NESAF / RECOMMENDATION & NEXT STEPS

### 5.1 SESIWN GYHOEDDUS / PUBLIC SESSION

<b>RHYBUDDIO ALERT</b>	<p>The Committee were alerted regarding Welsh Intensive Care Information System (WICIS) that further delays in decision making could result in an increased risks to DHCW and NHS Wales that the Programme will be unable to move forward. DHCW were working closely with Welsh Government and NHS Wales Chief Executives to obtain a decision by the end of November 2025.</p> <p>The Committee were alerted to the issue that the Electronic Prescription System programme has no ongoing funding.</p> <p>The Committee were alerted regarding the potential for delay in the LIMS programme due to blood transfusion data migration.</p> <p>The Committee were alerted regarding the potential for delay to RISP programme due to ABUHB delaying their implementation date.</p>
<b>SICRHAU ASSURE</b>	<p>The Committee were provided with annual assurance reports for the following Major Programmes:</p> <ul style="list-style-type: none"> <li>• Welsh Community Care Information System &amp; Connecting Care</li> <li>• Digital Services for Patients and Public</li> <li>• National Data Resource</li> </ul> <p>Committee members were assured that the funding for Welsh Community Care Information System &amp; Connecting Care has been secured with procurement and implementation of new solutions underway.</p> <p>Committee members were assured that 35 out of the 36 October escalation improvement milestones have been completed with one milestone partially delivered (NHS Wales App) which is live in six of the</p>



	<p>seven Health Boards.</p> <p>The Committee were provided with assurance that the seven public corporate risks assigned to the Committee were being managed and monitored appropriately, in addition, Committee members were assured that the risk for the funding of the Connecting Care for 2025/26 financial year has been secured and removed from the register year.</p>
<b>RHOI CYNGOR ADVISE</b>	The Committee reviewed in detail the Major Programmes report and were advised on the current status of each major programme.

## 5.2 SESIWN BREIFAT / PRIVATE SESSION

<b>RHYBUDDIO ALERT</b>	No items to alert to the SHA Board.
<b>SICRHAU ASSURE</b>	No items to assure to the SHA Board.
<b>RHOI CYNGOR ADVISE</b>	The Committee were advised and discussed in detail the Digital Eyecare Closure Report and Welsh Intensive Care Information System.

## 5.3 CAMAU GWEITHREDU DIRPRWYEDIG A GYMERWYD GAN Y PWYLLGOR / DELEGATED ACTION TAKEN BY THE COMMITTEE

N/A
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<b>Dyddiad cyfarfod nesaf y pwyllgor:</b> <b>Date of next committee meeting:</b>
05 February 2026