

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p> Name of Meeting Knowledge, Research and Information Committee Date of Meeting 9 December 2025 Agenda item: 2.4 </p>
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<h2>Digital and Data Design Authority Assurance – October 2025</h2>	
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Approval/Scrutiny route:	N/A
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Purpose
<p>The purpose of this paper is to provide assurance to the Knowledge Information and Research Committee (KRIC) on the implementation and delivery of PHW's Digital and Data Routemap.</p>

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> Receive assurance that Public Health Wales (PHW) is delivering its Digital and Data Strategy through the agreed Routemap and has robust governance in place for managing digital and data work. 				



Link to Public Health Wales [Strategic Plan](#) and [Digital and Data Strategy](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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Summary impact analysis

Equality and Health Impact Assessment	No decision is required.
Risk and Assurance	Detailed in the assurance report
Health and Social Care (Quality and Engagement) (Wales) Act	This report supports the Health and Care Standards for NHS Wales quality themes, because the portfolio of work is dedicated to improving quality of care and service, including through creating accessibility for everyone, promoting wellbeing in a reliable, continuous and sustainable way.
Financial implications	No direct financial implications. These are managed at relevant Directorate level, through IMTP planning or through individual programmes and business cases.
People implications	No direct implications

1. Purpose / situation

The purpose of this paper is to provide assurance to the Knowledge, Research and Information Committee on the implementation of the Digital and Data Strategy (including Artificial Intelligence, or AI).

2. Governance and Assurance of delivery of the strategy

The Digital and Data Strategy is supported in its delivery by several different governance and assurance mechanisms.

- The Digital and Data Design Authority (DDDA) is a cross-organisation group which provides support, challenge, and assurance for digital, data and technology work within, or affecting, Public Health Wales. It seeks alignment with the Digital and Data Strategy, visibility and understanding of the landscape and compliance with the standards. The DDDA oversees the digital and data portfolio and reports to Change Board. It also ensures compliance with the adopted digital standards of NHS Wales and Public Health Wales.
- The Artificial Intelligence Design Authority (AIDA) is a cross-organisation group with delegated authority from BET to provide support, challenge, and assurance of AI across PHW. It is responsible for the oversight of the specific risks and opportunities that artificial intelligence (AI) brings to digital and data, as part of the suite of governance and guidance activities set out in the paper [Guidance and Governance for AI](#) (February 2025). It will embed governance, develop business processes for managing AI and drive the adoption of good practice frameworks across PHW.
- Programme and Project Boards have been established to lead and plan the delivery of our agreed priorities
 - Data, Analysis, Registers and Cloud programme and their subgroups
 - Digital Health Protection programme
 - Lung Screening programme IT workstream
 - Newborn Screening Re-platforming project
 - Cyber Security (being formed)
 - AI and Automation (through AI Design Authority AIDA)
- Knowledge Research and Information Committee (KRIC) has oversight of the exploitation of Digital and Data to maximise impact against our long-term strategy. The Audit and Corporate Governance Committee (ACGC) have oversight of the Cyber Improvement Plan (a Digital and Data routemap priority) as well as monitor progress against cyber and digital resilience audits and reviews, for example reviews against the Cyber Assessment Framework.

- Internal and external audits.

3. Digital and Data Route map and overview of Delivery

The Digital and Data route map sets out how we will deliver the strategy objectives over the next 3 years.

The route map has four delivery workstreams:

- Data, analysis, registers, and cloud (DARC)
- Automation and AI
- Cyber Security
- Digital systems development (including health protection digital services).

During the IMTP process, the route-map was agreed and refined with some items being put on-hold or delayed ensuring that the route-map was achievable. A prioritisation was also applied to ensure that if further pressures were identified it was clear and transparent which areas of work would be de-prioritised.

Following the agreement of investment into digital and data staff, we have progressed recruitment with some appointments made. Agency staff have been brought in for the interim period to support the delivery of major programmes across cloud, portfolio management and architecture.

Major programmes

- **Digital Health Protection Programme:** Following funding agreement from Welsh Government, the team have been working to procure an external supplier to support the delivery of the digital system. There has been a delay to appointing a supplier which has resulted in the Beta phase of the programme being delayed by ~4 weeks. To mitigate this, the Beta phase has been compressed to 5 months with completion scheduled for the end of March 2026 as per the original programme timescale.

A supplier recommendation report has been approved by BET. The same report has been issued to Welsh Government (WG) for approval. Appointment of the supplier can commence once both governance groups have approved the recommendation report. The programme is targeting mid-November to commence the Beta phase with the supplier fully onboarded by this date. Beta is scheduled to complete in March 2026. The Minimum Viable Product (MVP) phase is now scheduled to complete Nov. 2026. Handover to BAU is scheduled for Jan. 2028.

All programme resources are now in post. The Full Business Case (FBC) has been updated with supplier costs, fully validated - including benefits - and submitted to BET and WG.

A co-created and co-owned master delivery schedule is being developed which will clearly define each delivery phase. This will be used to track progress and ensure timely delivery of the programme.

- **Lung Cancer Screening Programme:** The Lung Screening Programme team have completed the capital business case, and it has been submitted for approval. The business case is expected to be reviewed by the PHW Board on 27 November 2025. The programme team are also completing the process to agree the funding for the digital solution required for the programme.
- **Digital, Analysis, Registers, Cloud (DARC) Programme:** With the programme manager now in place, the delivery plan and programme brief are being finalised. There have been challenges with the data workstream, due to loss of capacity and delays to the implementation of the automated tool. Both of these look likely to be resolved within the next 2 weeks. Preparation of Azure for onboarding the DHPP suppliers is complete, although some uncertainties remain around dependencies with DHPP. We anticipate that these will be resolved as the suppliers are onboarded. Comms, people, and finance workstreams are being stood up., to support effective management of change, including upskilling requirements.

The key challenges for delivery remain our dependency on DHCW and Welsh Government with confused governance and need to ensure delivery. This has been recognised as a Corporate Risk 1780. The main programmes impacted by this are:

- 1) LIMS2 which is a national programme being delivered by DHCW and timelines are very tight. Currently, our go-live date is in late January 2026. This is a challenging deadline give the progress with defects and may move a little as the programme progresses.

Annex A sets out the Delivery Confidence Assessments for each programme in the portfolio and the rationale. As a matter of policy, any programme awaiting funding is Amber/Red.

4. Standards

The Digital and Data Design Authority ensures delivery of our Data and Digital Route-map, digital needs in line with an agreed set of standards. The current core standards in PHW are:

- [Welsh Digital Public Service Standard](#)
- [Welsh Language Standards](#)
- [Accessibility Standards \(WCAG 2.2\)](#)
- [Code of Practice for Statistics](#)
- [HL7 FHIR \(WHC/2023/018\)](#)
- [ONS Geographic Codes \(WHC/2024/014\)](#)
- [SCCI0052 Dictionary of Medicines and Devices \(dm+d\) \(WHC/2024/042\)](#)

No new standards have been proposed for agreement since the last update.

5. Digital and Data Risks

Work continues in building an organisational Digital and Data Risk Register via Datix Web. Currently 39 live risks have been initially identified, and work has commenced with the risk owners to obtain further clarity on the risk and its digital and/or data dependency.

As programme and project risks are migrated from local reporting to Datix, more risks may be identified. It is anticipated that this work will be concluded ahead of the next assurance reporting period in December 2025.

Strategic Risk

We have updated the assessment of strategic risk 5 to reflect concern that additional demands for support from the Research, Data and Digital Directorate risk destabilising delivery. Managing the scale of change is difficult due to constraints in technical expertise, management bandwidth for the size and scale of the change, and inconsistent levels of change management maturity across different business areas. These factors collectively increase the complexity and vulnerabilities of delivering initiatives.

We have put additional actions in place to manage this change and, particularly, to ensure that the IMTP round does not create an undeliverable work programme in digital.

Corporate Risks

1648 This risk relates to the loss of Primary Care Data due to the discontinuation of Audit+. The risk is currently scored at 12, due to the significant reliance on DHCW. DHCW have committed to continue to support all existing and current Audit+ use cases, but the detail regarding how remains unclear. Due to the work required for the Pegasus programme, DDDA was cancelled in September 2025. The deep dive of this risk has been rescheduled for November 2025.

1779 This risk relates to our ability to monitor our impacts due to declining survey response rates across multiple sources. The risk is currently scored at 12. Work is continuing to identify other data source providers, with many data points being able to be monitored but some significant gaps.

1780 This risk relates to our ability to delivery our digital agenda due to the reliance on DHCW and national programmes. The risk is currently scoring 16. Work is ongoing to build and improve the identification of dependencies at an early stage so that delivery plans can be aligned.

6. Artificial intelligence (AI) and automation

Since September 2025, the AI Design Authority (AIDA) has approved the Generative AI guidance. The next step for this is internal consultation. When approved, the guidance will be made available to all staff, and this will be support by staff communications.

AIDA has set up a task and finish group around the procurement of AI, and a paper on requirements for the assurance of research and development will be presented in the November meeting. Progress has also been made on the development of a PHW AI register, with a draft version out for review with members.

AIDA is intended to cover opportunity as well as assurance and good practice. A workshop is planned for Q3 2025/26 to explore the further adoption of AI to support public health.

The forward plan includes inviting the lung cancer and breast cancer screening programmes, and the smoking cessation app programme for assurance of their AI components.

A paper was due to be presented to AIDA in October to request incorporating the automation workstream into AIDA, to avoid duplication of efforts. Unfortunately, this has been delayed, due to staff sickness. The loss of data engineering capacity, and the prioritisation of work for the DARC and DHPP Programmes have had a delaying impact on the automation programme. However, as data engineering

capacity comes back up to strength in the new year, the intention is to set out a programme of work across PHW, delivered and maintained within our capacity envelope.

7. Recommendation

The Committee is asked to:

- **Receive assurance** that Public Health Wales (PHW) is delivering its Digital and Data Strategy through the agreed Routemap and has robust governance in place for managing digital and data work.



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Annex A - DDDA Portfolio Delivery Confidence Narrative October 2025

Project name	Description	September RAG	October RAG	Assurance Narrative
DP01 Digital health protection system replacement	A programme to put in place a new digital health protection service, including replacement of Tarian and a CRM which is interoperable and suitable for the needs of a post-COVID Wales	Amber	Amber	<p>DHPP remains 'Amber' due to a delay in appointing a supplier. A supplier recommendation report has been approved by BET. The same report has been issued to Welsh Government (WG) for approval. Appointment of the supplier can commence once both governance groups have approved the recommendation report. The programme is targeting mid-November to commence the Beta phase with the supplier fully onboarded by this date.</p> <p>All programme resources are now in post. The Full Business Case (FBC) has been updated with supplier costs, fully validated - including benefits - and submitted to BET and WG.</p> <p>A co-created and co-owned master delivery schedule is being developed which will clearly define each delivery phase. This will be used to track progress and ensure timely delivery of the programme</p>



Project name	Description	Sept embe r RAG	Octo ber RAG	Assurance Narrative
DP02 Newborn Screening system re-platform	<p>Public Health Wales (PHW) host a legacy system that is used by clinical professionals for a variety of tasks, including the data entry of newborn screening results. The system consists of an Oracle database to record screening results and an Oracle Forms front-end. The current Newborn system is end of life and requires redevelopment so that it can continue to support clinical service delivery. The service is hosted on PHW infrastructure; however, the system is supported by DHCW.</p> <p>Phase 1 of multi-phased system redevelopment for the All-Wales Newborn Hearing System and Newborn Bloodspot Screening Wales System. Phase 1 focused on re-platforming from existing unsupported (beyond end of life) platforms to new supported platform via use of external contractor.</p>	Green	Green	<p>Now that the system has been implemented on a new platform, the programme team have been working on closing phase one of the programme and exploring the requirements to start phase two of the programme to review and update the pathways to align with new clinical requirements.</p>



Project name	Description	Sept embe r RAG	Octo ber RAG	Assurance Narrative
DP06 All Wales sexual health case management system	Following completion of discovery work in March 2025 on the needs for a sexual health case management system, a Business Case has been requested by Welsh Government.	Amber/Red	Amber/Red	<p>The programme is Amber/red overall as there is no funding beyond the alpha phase which is underway.</p> <p>The bid for the Sexual Health Case Management System was submitted to Procurement in Oct-25. The next steps are for the tender to be published which is expected for Nov-25 with the scoring to be completed at the end of Nov-25.</p>
DP08 PHW Web estate transformation	This Web Transformation is a complex transformation project. Our aim with the Web Estate Transformation Programme to create a consistent, user-centred, compliant web estate in line with our brand strategy. Within this are a set of statutory requirements that must be met including meeting Welsh Language Standards and WCAG.2.2 Accessibility Standards. Healthy weight, Healthy you and Healthy Working Wales are now included in this programme	Amber/Green	Amber/Green	<p>Progress Workstream delivery continues to progress well. Engagement with the supplier is positive, with current efforts focused on planning the required migration pathway. The Content Migration and Product Governance workstream has reached approximately 85% content completion and remains on track for Private BETA Part 2 (targeting professional stakeholders) by 3 November.</p> <p>Highlights Migration activities are progressing well across all sites. The timeline is currently under review pending branding decisions.</p> <p>The system is ready for Go-Live from a programme standpoint, though awaiting development to be completed.</p> <p>Stakeholders are undergoing final adjustments, with Go-Live expected on 3 November.</p>



Project name	Description	Sept embe r RAG	Octo ber RAG	Assurance Narrative
				<p>The build is advancing, with additional scope proposed for a March 2026 Go-Live, subject to approval and asset readiness.</p> <p>Engagement is ongoing, with potential to accelerate delivery timelines.</p> <p>Conclusion The programme remains in a strong position, with high delivery confidence across all key areas. Governance structures have been reinforced to manage scope and procurement pressures, and workstreams are progressing steadily toward milestone targets. The current Amber-Green rating reflects consistent progress and manageable risks. Continued focus on procurement planning, stakeholder alignment, and readiness activities will be essential to maintaining momentum and ensuring successful delivery in the months ahead.</p>
DP09 Lung Cancer screening	Scoping project to inform a recommendation to Welsh Government as to how a targeted lung cancer screening programme could be delivered in Wales in the future. This will include all elements of the pathway, including IT requirements, phasing strategy, estimated cost etc.	Green / Amber	Green / Amber	<p>A business case is required for capital funding approval, which has now been completed. The business case is expected to be reviewed by the PHW Board on 27 November 2025.</p> <p>Digital Element - Further discussions with DHCW has provided greater reassurance in relation to the feasibility of the organisation providing the cohort data from primary care systems e.g. ever smokers within the age range. The work on the digital infrastructure is scheduled to formally commence in October when further information will be discussed. There is a dependency on the migration of all GPs in Wales to the digital system required to enable provision of the full data required.</p>



Project name	Description	Sept embe r RAG	Octo ber RAG	Assurance Narrative
				Work has progressed on the system requirements to inform the procurement process for the Participant Administration System. Recruitment of key roles has progressed.
DP10 Cyber Action Plan	The aim of the Cyber Improvement Plan is to make use of the Cyber Assessment Framework (CAF) to plan our approach to cyber security priorities and inform how we are managing risks associated with our digital infrastructure. Key areas include threat intelligence, risk management, managing our legacy estate and cyber security resources.	Amb er	Amb er	The cyber action plan work streams are progressing well, a recent audit by the Cyber Resilience Unit against our CAF compliance was recently undertaken, the report highlighted some strong improvements in incident monitoring and incident response with several previous findings now being closed.
DP11 Data, Analysis, Registers, Cloud	A programme to <ul style="list-style-type: none"> • Use the right infrastructure, so that our use of data and analysis is safe, efficient and demonstrates value for money, and • Improve our data and data quality, so that we make the best use of our data for service, monitoring, analysis and research. 	Amb er/Re d	Amb er/Re d	<ul style="list-style-type: none"> • Amber / red whilst the delivery plan and programme brief are finalised. Some delay due to loss of data engineering capacity, but work is underway to recruit to the vacant data engineer posts. Substantial progress made with understanding dependencies, and this will be further addressed as the suppliers are onboarded. Return to amber anticipated at November Programme Board. Milestones have been developed for approval and to ensure alignment through the DARC governance. • Conducted a wide range of engagement sessions with teams across PHW on the digital infrastructure and the programme team are



Project name	Description	Sept embe r RAG	Octo ber RAG	Assurance Narrative
				<p>developing a comms plan for all staff. This work will drive the planning for migration of analysis across the organisation.</p> <ul style="list-style-type: none"> The analysis production environment and pipeline are now operational and ready for migration of analysis. The analysis team have completed mapping all their data, a prerequisite for migration. <p>Challenges</p> <ul style="list-style-type: none"> DHCW is a major dependency for the DARC Programme. We continue to collaborate closely with them so that they understand and can incorporate our milestones and priorities into their planning. The digital infrastructure migration milestones are dependent on teams across PHW. We continue to collaborate with them to build shared plans, but risks remain around prioritisation and resource-allocation.
DP12 Automation and AI	A programme to create the priority backlogs in AI and Automation which can be prioritised and then assigned to data engineers	Amber	Amber	Automation incorporation into AI Design Authority has been delayed as head of data off sick, and whilst additional data engineering resource is recruited. Generative AI guidance to be circulated for internal consultation Nov 2026.
DP15 ICNET Wales implementation		Amber	Amber	ICNET Implementation: - Theatre system interfacing work is in various states of progress at 3 Health Boards (BCU east/central/west, Cardiff, and Vale and Hywel Dda). The DHCW WPAS integration team have advised that they intend to coordinate with their Integration Services team to schedule any ICNET Surgery interfacing work for BCU, Hywel Dda and Swansea Bay. Due to current competing priorities "it is more likely to be months when it comes



Project name	Description	Sept embe r RAG	Octo ber RAG	Assurance Narrative
				<p>to providing an estimation on timescales". This topic will be re-added as an agenda item at the November WPAS CAB meeting for further discussion, along with representation from Integration Services.</p> <p>Overall RAG status remains Amber pending clarity on timescales from DHCW however this may need to be downgraded to red if DHCW can't commit to delivery within the current ICNET contract year.</p> <p>- Supplier costs remain in line with planned forecast however, as previously raised, the release of accrued budget by PHW Finance at the end of the 2024/5 FY means that subsequent milestone payments will need to be managed extraordinarily.</p> <p>Future of ICNET</p> <p>- Discussed and agreed at the July ICNET Steering Board meeting that we would now progress to re-procurement of the IPC Case Management System for Wales as we will be at the halfway point of the current contract with 2 years to run in August.</p> <p>- A draft specification document was developed with input from PHW Digital and Wales UHBs/Trusts.</p> <p>- The re-procurement draft specification is now with NWSSP Procurement. A Pre Market Engagement notice has been published and NWSSP Procurement are in the process of scheduling informal engagement sessions with interested suppliers in December.</p> <p>Risks/Impact</p> <ul style="list-style-type: none"> • Reputation risks if implementation milestones are missed or supplier relationships deteriorates.



Project name	Description	Sept embe r RAG	Octo ber RAG	Assurance Narrative
				<ul style="list-style-type: none"> Project delays – due to potential lack of timely engagement from DHCW, Health Boards and Trusts in line with the deliverable plans <p>Next steps required:</p> <ul style="list-style-type: none"> Engage with suppliers to confirm position on the delivery against our deadlines (As above, we await clarity from DHCW WPAS team as to their timescales) Completion of financial briefing paper Regular review and monitoring on finances for 25/26 to reassess 26/27
DP16 Diabetic Eye Screening transformation	This is the digital part of the wider programme of transformation for Diabetic Eye Screening in Wales	Green	Amber/Green	<p>The Programme has revised and submitted most key milestones following the recommendations of the deep dive report approved at TDT Board in September. Due to continued poor compliance against the 8-care metrics in Diabetes across all HB regions, TDT, The National Strategic Diabetes Network, and other key Stakeholders are concentrating efforts on improving performance for secondary prevention. TDT has submitted its 'plans on a page' with a particular focus on supporting the Network as a key enabler for Diabetic foot checks and albumin creatinine ratio (ACR) uptake.</p> <p>Key updates include. Operational Delivery Manager comes into post 28 November. Milestones related to 'Empowering people living with Diabetes' project (point of diagnosis package, new website design) are on track. TDT has launched its peer support roadmap piece of work and are drafting key milestones with our third sector colleagues</p>



Project name	Description	Sept embe r RAG	Octo ber RAG	Assurance Narrative
				TDT are working with Healthy Weight Healthy Wales to scope out an opportunity to centre Diabetes within a current bid to Welsh Government as part of our primary prevention work
DP24 Smoking Cessation App	HMQ are looking to licence a smoking cessation app on a national basis to engage those who may initially be reticent to approach more formal NHS services.	SCOP ING PHAS E	Gre en	November 2025 Update: Procurement to licence a smoking cessation app has been completed and a supplier has been selected. A paper on use of AI will be reviewed at AIDA on 10 Nov. Launch target is in time for New Year.
DP26 LIMS	Implementation of LIMS 2.0 system to replace WLIMS which goes out of support Dec 2025. Includes data migration from numerous legacy systems.	Amb er	Amb er	Latest go-live timeline: newborn bloodspot screening Oct, microbiology and cervical screening November 2025. Data extracts for cervical and newborn bloodspot screening systems, microbiology datastore application and cancer evaluation work ongoing. Microbiology procurement of additional printers and replicators initiated.
DP28 Infection Services & Genomics Added to Portfolio April 2025	Develop and implement a roadmap for Public Health Wales to transition to the use of cloud services for genomics, aligning this with the Genomics Partnership Wales digital blueprint and approach of other UK Public Health Agencies.	SCOP ING PHAS E	SCOP ING PHAS E	This programme is currently in the early scoping stage. More information will be provided as it becomes available.
Gambling Related Harm Reduction Programme	Gambling Related Harm Reduction Programme is currently being established following a requirement for Public Health Wales to manage the gambling prevention programme for Wales	N/A	Gre en	First Project Board planned 18th November. Successful recruitment of 2 x Grade 7 and 1 x Grade 8b public health posts. High level plan and work breakdown structure completed. All risks scored and recorded in Datix.



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