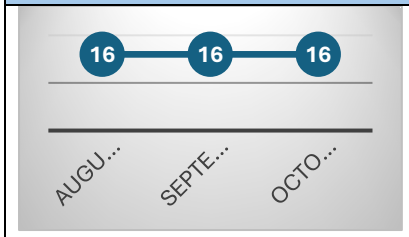
<table>
<tr><td>Risk Reference and Link to Strategic Priority</td><td colspan="2">Risk Description</td></tr>
<tr><td>SRR 5

Strategic Priority

“Enabler Risk and incorporates all Strategic Priorities.”</td><td colspan="2">There is a risk that:
Failure to modernise and transform how we provide and deliver our services

Caused by:
• Lack of capability and capacity in leading, managing, delivering and communicating transformational change
• Failure to fully exploit digital and data
• Lack of maturity in benefits realisation from change delivery
• Lack of ability to deliver improvement at pace

Resulting in poorer quality services, outcomes, value and organisational effectiveness</td></tr>
<tr><td>Executive Director Sponsor</td><td colspan="2">Research, Data and Digital</td></tr>
<tr><td>Assuring Committee</td><td colspan="2">Knowledge, Research and Information Committee</td></tr>
<tr><td>Trend</td><td>Current Position of Risk Including Risk Appetite and Risk Decision</td><td>Position Statement – Executive Director Update</td></tr>
<tr><td>
</td><td><table><tr><td>Willing</td><td>PHW is eager to be innovative and take on a high level of risk, but only in the right circumstance.</td></tr></table>
Current Score = 16
Target Score = 6
Risk Appetite Level Applied = Willing, therefore, within tolerance level.</td><td>October 2026
The scale of the change and digital portfolios remains challenging within available resources and change capacity. Persistent technical recruitment difficulties are delaying delivery, with higher-cost agency and subcontracting options being pursued. Change training is progressing, but immediate capacity gaps remain. The portfolio review will inform prioritisation, sequencing and realistic commitments alongside business-as-usual demands.
Key migration and genomics milestones have been delivered, and Power BI migration has commenced. However, NDAP completion is now forecast for March 2028, and further genomics cloud work remains</td></tr>
</table>

		dependent on capacity and a business case, no earlier than 2027/28. Proposed business case and benefits frameworks await consideration. Delivery timescales and benefits remain at risk; the risk score remains 16 against a target of 6.

Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance **C1: Lack of capability and capacity in leading, managing and delivering transformational change**			
Control Reference	**Internal Control**	**Internal Sources of Assurance**	**How/When is it monitored?**
C1.1	Annual Planning Process, including assessment of IMTP feasibility, to include a high level 3–5-year road map for expected delivery	Strategic planning process (including formal approval and change control) covering: • Long Term Strategy • Strategic Priority Routemaps • IMTP, inc assessment of IMTP feasibility • Digital and Data Strategy and Route Map IMTP • Directorate and Divisional level planning • Programme Plans	Portfolio review Change Board BET Board DDDA AIDA
C1.2	Annual planning process including BAU Planning from all directorates to assess delivery feasibility, to include a high-level 3–5-year road map for expected delivery	Directorate Business Leads • Directorate planning of BAU requirements	• Directorate • DDDA • AIDA • Change Board

Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance **C1: Lack of capability and capacity in leading, managing and delivering transformational change**			
Control Reference	**Internal Control**	**Internal Sources of Assurance**	**How/When is it monitored?**
		• Directorate procurement forward look • Organisational plan • Digital assurance reporting and Delivery Confidence Assessments • Programme reporting and Delivery Confidence Assessments	• BET • Board
C1.3	Organisational Change Capacity and Demand Management • Establish and maintain a single organisational view of all change activity (operate, improve and transform), including assessment of cumulative impact on services, teams and workforce capacity • Formal prioritisation and sequencing of change activity aligned to organisational strategy and available capacity	• Integrated portfolio dashboard (change demand vs capacity) • Directorate validation of impact on BAU and workforce	• Portfolio Management Office (Strategy and Planning) • Directorate and Divisional Leadership Teams • DDDA – Digital only • Change Board • BET • Board
C1.4	Communication of change Develop a clear and compelling narrative that helps staff and stakeholders understand our overarching strategic vision for transformation, how it will support our organisational strategy and what it will mean for staff and stakeholders.	Creation of an organisation strategic objective that aligns with the business need	All enabling functions Change Board BET

Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance **C1: Lack of capability and capacity in leading, managing and delivering transformational change**			
Control Reference	**Internal Control**	**Internal Sources of Assurance**	**How/When is it monitored?**
C1.5	Digital and Data Strategy and Routemap implemented.	D&D Portfolio – Monthly Delivery Confidence Assessment. Quarterly Assurance papers to BET/KRIC	DDDA AIDA Change Board BET Board
C1.6	Include resource provision for programme enabling functions as part of the discovery phase of a programme. Enabling functions offer to be developed to provide a more equitable proposition across the portfolio.	Plan to be created Strategic Risk 2 Strategic Risk 2.docx	• Directorate management • Programme Management • Change Management across the whole organisation
C1.7	Organisation-wide Change Capability Framework • Development and implementation of a consistent organisational approach to building change capability across leaders, managers and staff • Defined expectations for leadership behaviours in leading and sustaining change	• Creation of a change capability framework • Leadership development participation and feedback • Staff engagement and change readiness indicators • Change management processes implemented across the organisation successfully	Change Board BET Board
C1.8	Establishment of centralised Business Change expertise in Research, Digital and Business Transformation Directorate	D&D Portfolio – Monthly Delivery Confidence Assessment. Quarterly Assurance papers to BET/KRIC	DDDA AIDA Change Board

Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance **C1: Lack of capability and capacity in leading, managing and delivering transformational change**			
Control Reference	**Internal Control**	**Internal Sources of Assurance**	**How/When is it monitored?**
			BET Board
C1.9	Commissioning of change: All proposed business change agreed and planned as early as possible with all relevant parts of the organisation through the planning process	• Commissioning of all significant business change (defined as Tier 1 or 2) through Change Board including: ○ Identification and review of pipeline change proposals at Change Board ○ Use of prioritisation criteria to identify the programme tier (1, 2 or 3) ○ Approval of Programme Brief at Change Board required for a new change programme to be mobilised. ○ Approval of programme and project business cases ○ Review of monthly Delivery Confidence Assessments by all programmes/ projects on the Change and Digital Portfolios • Assessment of digital feasibility by DDDA required for all programmes that involve digital	DDDA AIDA Change Board BET Board

Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance **C1: Lack of capability and capacity in leading, managing and delivering transformational change**			
Control Reference	**Internal Control**	**Internal Sources of Assurance**	**How/When is it monitored?**
		• Assessment of feasibility by specific Directorates and Divisions, including enabling functions such as Communications, Finance, Digital, Estates and People and OD.	

Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance [1] **C2: Failure to fully exploit digital and data**			
Control Reference	**Internal Control**	**Source of Assurance**	**How/When is it monitored?**
C2.1	Migration of our data and analysis to the Cloud is being piloted with a view to a full migration of all our analytical resource to the NDR by March 2027	Assurance and Progress reporting	DARC Programme Board Analysis Project Board Data project board
C2.2	Small data science team created and beginning to increase the analytical capability with work now carried out on new tools.	Assurance and Progress reporting	AIDA DARC Programme Board Analysis Project Board
C2.3	Ensure agile User Centred Design approach is used in the planning and discovery phase of a digital change programme	User Needs Log User Requirements linked to user needs Programme Specification	Service Users/Owners Programme Board DDDA AIDA
C2.4	R, Python and Power BI established as tools of choice for most new analysis	Assurance reporting	DARC Programme Board DSAB

Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance [1] **C2: Failure to fully exploit digital and data**			
Control Reference	**Internal Control**	**Source of Assurance**	**How/When is it monitored?**
C2.5	Integration of genomics into our digital and data strategy and delivery routemap to be completed.	D&D Portfolio – Monthly Delivery Confidence Assessment. Quarterly Assurance papers to BET/KRIC	DARC DDDA AIDA Digital & Data Portfolio Change Board BET Board
C2.6	**Digital and Data Workforce Capability** -Strategic Workforce Plan in place, aligned to digital and data transformation priorities -Clear identification of current and future digital, data and analytical skills requirements -Defined workforce pipelines including recruitment, apprenticeships and upskilling pathways -Ongoing development of digital and data literacy across all staff, including leadership	**Assurance:** -Workforce metrics (vacancies, time to recruit, retention in key roles) -Skills gap analysis and workforce capability assessments -Uptake and completion of digital and data training programmes -Evidence of increased use of digital tools and data in decision-making	BET Workforce / People & OD governance DDDA / AIDA (for alignment to digital strategy) Strategic Risk 2

Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance [1] **C3: Lack of maturity in benefits realisation from change delivery**			
Control Reference	**Internal Control**	**Source of Assurance**	**How/When is it monitored?**
C3.1	A clear Benefits Realisation Framework is designed, implemented and applied consistently across all change programmes, including: • Defined benefits, baselines and metrics • Named benefit owners within business areas • Tracking of benefits during delivery and post-implementation into BAU • Define benefits categorisation criteria	Benefits Framework to include the organisation benefit acceptance rules, named benefit owners, calculation metrics and baseline requirements which must be used by all programmes **Benefits Realisation into BAU** Benefits must be tracked and reported beyond programme closure to demonstrate sustained value **Source of Assurance:** Portfolio reporting of planned vs realised benefits Post-implementation reviews (6–12 months post-delivery)	October 2026 update: Benefits Framework going to 11/11/2026 Change Board Programme Boards Benefit Owners Change Board DDDA
C3.2	All change programmes must ensure clinical approval is sought and obtained for any changes that impact clinical systems and / or services, where required. This may need to consider a QIA.	Clinical Governance Group and QUOG Service Owner Programme Managers	October 2026 update The Clinical Governance Group is now fully established. Agreement in principle for it to be a subgroup of BET (tbc confirmed at 04/11/2026 BET.) Learning discussions will be through the QUOG. BET Board
C3.3	Confirmation of benefits and delivery requirements for each proposed change to be	Confirmation of benefits and delivery requirements to be submitted to change	Programme Lead DDDA/AIDA if digital proposal

	completed prior to the creation of the Business Case	board. These will identify and quantify key financial benefits of the proposed change and the estimated resource requirement to allow for effective decision making	Change Board BET
Internal System of Controls – Linked to 'Caused By' section of Risk Description and Source of Assurance [1] **C4: Lack of ability to deliver improvement at pace**			
Control Reference	**Internal Control**	**Source of Assurance**	**How/When is it monitored?**
C4.1	Identification of the internal resource that is required to complete a programme of change successfully with active collaboration to meet the programme requirements together	Defined change management process Appropriate programme initiation reviews ensuring the right experts are in the room Resource requirements for change programmes to be defined	TBD – Check with all directorates on their current processes RDDD – DLT/ DDDA / AIDA
C4.2	Earlier identification of dependencies on DHCW Active management of DHCW delivery for specific programmes e.g. LIMS.	IMTP Feasibility Assessment Change Portfolio and D&D Portfolio – Monthly Delivery Confidence Assessment. Quarterly Assurance papers to BET/KRIC Monthly planning meetings between PHW DHCW Digital Directors	Programme Board DHCW Planning Meetings DDDA Digital Directors BET
C4.3	Earlier and more precise identification of supplier dependencies at programme and portfolio levels	Programme Boards analysis of dependencies at programme level DDDA – analysis of dependencies at portfolio level Tier 1 and 2 programme plans	Programme Board DDDA Change Board

		Digital delivery plans	
C4.4	Earlier and more precise identification of Local Health Board dependencies at programme and portfolio levels: Dependency identification, mapping and agreement undertaken as part of planning process for internal agreement	Change Board – analysis of dependencies at portfolio level DDDA – analysis of dependencies at portfolio level Tier 1 and 2 programme plans Digital delivery plans	Programme Board Portfolio Reviews DDDA for escalations
C4.5	Regular portfolio reviews to be undertaken at an organisation level (every 6 months) to assess the viability of the change portfolio and to ensure all programmes still align with the organisation's strategic goals	Programme delivery timelines Decisions IMTP Delivery Assessment (6-Monthly) All directorates to review and update plan based on current and planned priorities Change Board – analysis of dependencies at portfolio level DDDA – analysis of dependencies at portfolio level Tier 1 and 2 programme plans Digital delivery plans	Portfolio Reviews Change Board DDDA October 2026 update: Portfolio review (joint change and digital) going to 11/11/2026 Change Board

Gaps in Assurance / Action Plans for the cause C1 Lack of capability and capacity in leading, managing and delivering transformational change						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP1.1	Annual Planning Process, including assessment of IMTP feasibility, to include a high level 3–5-year road map for expected delivery	Review of the delivery plan against organisation priorities to be held regularly (minimum every 6 months)	This will allow successful delivery of change programme without impacting BAU Operations	Strategic Programme Lead, RDD Portfolio Lead	31/12/2026	**October 2026** A digital questionnaire has been created that will be shared with all teams that submit IMTP Milestones that have a digital requirement. The details from this questionnaire will be used to create a plan for implementation of all IMTP Requests to allow the organisation to assess their proposed commitments more effectively. **Aug 26 –** RDD to pilot a delivery plan for digital using additional IMTP planning data).

AP1.2	Annual planning process including BAU Planning from all directorates to assess delivery feasibility, to include a high-level 3–5-year road map for expected delivery	Programme Closure Documentation Training Plans Update PPM Standards User /employee feedback Process improvements	Ensure the change programmes are embedded successfully, once complete	Portfolio Lead RDD Service owners/ Service Users, Programme Manager / SRO	31/12/2026	**October 26** A Digital questionnaire has been created that will be shared with all teams that have a potential digital programme of work. The digital supplier policy has been shared with directorates which details the process required for digital procurements and RDD are supporting directorates through the process, when required. **August 2026** Assessment of BAU activities will be required in Q3 26-27 across directorates. RDD have agreed to pilot this and work with S&P is scheduled for Sep-26.

AP1.3	Organisational Change Capacity and Demand Management. Establish and maintain a single organisational view of all change activity (operate, improve and transform), including assessment of cumulative impact on services, teams and workforce capacity. Formal prioritisation and sequencing of change activity aligned to organisational strategy and available capacity	Agree a change management approach for the organisation, Understanding of existing change capability. Learning and development offer defined and implemented Reviewing the planning process for the change portfolio and providing the approved process to the organisation to allow for effective change management and understanding Defining and implementing the development of portfolio analysis tools, such as a dashboard to	Having change capability in place across the organisation and across all staff grades will increase the likelihood of successful change.	Strategy and Planning, People and OD, Communications, Digital	31/12/2026	**October 26** Since the last update, work has progressed as part of the People Strategy Implementation Plan, including the establishment of an organisation wide working group to identify future workforce requirements. This is helping to build organisational capability to respond to technological change and emerging skills needs, while improving our understanding of change demand, capacity and capability. Further work is required to bring this together into a consistent organisational approach

		understand change feasibility, in conjunction with the wider planning community				
AP1.5 & AP1.6	Increase Digital, Cloud, Cyber and Data management technical skills capability into PHW as a result of additional investment.	Successful recruitment of Cloud Engineers, Data Engineers, Developers, Cyber Specialists, Technical Project Managers funded by PHW investment.	Create capacity and depth of skill to meet deliverables of IMTP/BAU requirements.	Governance & General Manager – RDDD / Director of PoD	31/08/2027 – due date changed	**October 2026** Significant issues remain. Exploring sub-contracting under procurement frameworks for technical resources. Both this route and agency costs exceed direct hires costs, however, appear to be essential to be able to compete for this resource in the open recruitment market. Workforce planning in progress, recognising generating new talent pipelines will not be achieved quickly as development pathways need to be progressed simultaneously for robust candidate attraction. **August 2026** Significant issues recruiting data/cloud engineers based on salary/competitive marketplace/tenures.

						Working with agencies/procurement to find alternative recruitment options at best value. This is a significant issue to deliver of all digital programmes.
AP1.6.1	Ensure there are processes in place to assess if there is sufficient resource available to support the organisations change portfolio.	All organisation programmes resourced with the required team for delivering the change	Provide assurance that change programmes implemented across PHW are being delivered to a high standard.	All enabling functions leads	30/06/2027	**October 26** This process needs to be more defined to ensure sufficient resource planning is embedded and managed. This will need to be aligned to the organisational priorities, including BAU. Further development required led by strategy & planning. **August 2026** Enabling function directorates have processes in place to monitor resource requirements. The enabling function teams will work with S&P to assess the change portfolio resource requirements and how they can be managed. This is due to begin in Sep-26. S&P are working with the enabling functions teams to involve them in the organisation business case processes, as appropriate.

AP1.6.2	Ensure there is sufficient resource available to support the organisations change portfolio, through a regular portfolio deliverability assessment.	Ensure the programme team has the appropriate team resource available to deliver the programme of change	Ensure the programme team has the appropriate expertise required to deliver the programme	Strategic Programme Lead, RDD Portfolio Lead	30/05/2027	**October 26** This process needs to be more defined to ensure sufficient resource planning is embedded and managed. The business case framework that is currently being defined will provide further details to support this action. **August 26** Portfolio deliverability assessment being piloted during Sept 26.
AP1.7	Agree an organisational framework for appointing and supporting SROs	Relevant SRO candidates for programmes are identified systematically at programme initiation.	SROs are identified with sufficient experience and skills to deliver programmes effectively. Consideration will also be given to leaders across the organisation who may bring transferrable skills, or SRO skills across organisational boundaries	Standards and Assurance Lead Change Board	31/3/2027	**October 2026** The following SRO implementation actions have now been progressed, including: - Delivery of initial training to existing SROs (August) - Full SRO training package procured (Sept) - SRO appointment letter drafted (Sept)
AP1.8	There will be sufficient change expertise in Research, Data & Digital Directorate.	Change programmes delivered to time and in budgets with staff suitably skilled to undertake the new processes.	By creating depth in experienced leadership and management resource to embed any change elements, consistently and compassionately, meeting priorities, deliver value and within financial constraints.	Portfolio Lead / Governance & General Manager - RDDD	31/08/2027	**October 2026** Change Training sourced to renew/upskill RDDD leaders. Which is now in progress. New job roles will require applicants to demonstrate change management experience. This will be actioned as roles become available.

			Workforce planning to identify this is a key skill to recruit not only line leaders but change agents to embed change.			**August 2026 – new action**
AP1.9	Commissioning of change: All proposed business change discussed and planned as early as possible with all relevant parts of the organisation through the planning process	Programmes resourced and delivering successfully	Business case led change	Strategic Programme Lead	04/11/2026	**October 2026** Business case framework going to 04/11/2026 BET **Aug 26** – business case framework drafted for Sept Change Board.
AP1.9.1	Continuing development of and compliance with PHW PPM Standards	Improving compliance with the PPM standards as measured through programme self-assessment.	Provide assurance that change is being delivered well	Standards and Assurance Lead	11/11/2026 Change Board	**October 26** A Programme Assurance Plan for 27/28 will be considered by 111/11/2026 Change Board
AP1.10	Develop a change discovery process that all programmes must complete to assess viability and estimated delivery requirements and benefits of the change	Develop a discovery approach that all programmes complete to explore the problem space, understand user and business	Ensure the organisation understands the needs of the users and the change before initiation	Portfolio Lead RDD Service owners/ Service Users, Programme Manager / SRO	31/03/2027	**October 2026** A digital questionnaire has been created that will be shared with all teams that have a potential digital programme of work. Next steps will be to define the process required to support the organisation through options

		needs, and assess the viability and value of proposed changes. Build a shared understanding of user and organisational needs to inform how change should be shaped and delivered. Ensure the organisation has a clear understanding of the problem, users, and intended outcomes before initiating delivery.				reviews and requirements gathering for ensuring the best solution is selected to implement. An organisational business case framework (going to BET 4th Nov) and benefits framework (going to Change Board 11th Nov) both set out the need for all change initiatives to baseline the current state, define benefits, and then actively manage benefits realisation during and beyond implementation. **August 2026** Action moved to AP2.3 To align with required control. AP1.10 Action Closed.

AP1.11	Ensure the change portfolio refresh for 27/28 arrives at a feasible portfolio, taking full account of operate, improve and change activity, in line with good portfolio management practice.	Reviewing the planning process for the change portfolio and providing the approved process to the organisation to allow for effective change management and understanding Defining and implementing the development of portfolio analysis tools, such as a dashboard to understand change feasibility, in conjunction with the wider planning community	This will allow successful delivery of change programme without impacting BAU Operations	Strategic Programme Lead	31/3/2028	**October 2026** An approach on developing the portfolio (change and digital) is going to change board on 11/11/2026. **August 2026 –** Action moved to satisfy control 4.5 (Related action AP4.5) AP1.11 Action closed

Gaps in Assurance / Action Plans for the cause C2 Failure to fully exploit digital and data						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP2.1	Migration of our data and analysis to the Cloud is being piloted with a view	Support the organisation to deliver its duties effectively and	Ensure the organisation has the digital solutions it needs to deliver on its strategic objectives.	Head of Data Science & Analysis & Head of Digital Experience	31/03/2027	**October 2026** NDAP migration will be completed by end March 2028, following delays with

	to a full migration of all our analytical resource to the NDR by March 2027	reduce the organisations technical debt				funding, recruitment and change management. RDD migration phase 1 is complete, CDSC is progressing, and we have commenced work with HWB. **August 2026** This work is being completed by the DARC Programme. DHCW Delays caused by the WG Pause and review and resource issues have caused some delays in 2026. Since these eased in Aug-26, the plans are under review and will be submitted to programme board for review and approval in Aug-26.
AP2.2	Small data science team created and beginning to increase the analytical capability with work now carried out on new tools.	Reduction in use of old tools and increased use of new tools across the whole organisation.	Ensure the organisation has the resources it needs to deliver on its strategic objectives.	Head of Data Science & Analysis & Head of Digital Experience	31/03/2028	**October 2026** The data science team continue to explore and champion new tools and ways of working, including supporting the migration to NDAP. Learning is shared through programme events and the DREAMS community. **August 2026** RDD are supporting PHW Teams in the migrations and

						team members that are involved have been provided with appropriate training and training plans**.**
AP2.3	Ensure agile User Centred Design approach is used in the planning and discovery phase of a digital change programme	Develop a discovery approach that all programmes complete to explore the problem space, understand user and business needs, and assess the viability and value of proposed changes. Build a shared understanding of user and organisational needs to inform how change should be shaped and delivered. Ensure the organisation has a clear understanding of the problem, users, and intended outcomes before initiating delivery.	Ensure the organisation understands the needs of the users and the change before initiation	Portfolio Lead RDD Service owners/ Service Users, Programme Manager / SRO	31/03/2027	**October 2026** Next step is to support the organisation in understanding the steps required to ensure effective digital solutions are chosen and implemented. A working group will be established in Nov-26 to address this action. **August 2026** UCD Approach is used in all Digital programmes in PHW. Work is to begin with S&P in Sep-26 to ensure UCD discovery sessions are undertaken in the change programme discovery phase. This ensures the users needs are captured at the beginning of the programme.

AP2.4	R, Python and Power BI established as tools of choice for most new analysis	Define the tools required for analysis across PHW	Ensure consistency and efficiency in reporting and analysis	Head of Data Science & Analysis	31/03/2026	**October 2026** The workstream to migrate business intelligence from alteryx and tableau to PowerBi across the organisation has commenced, with initial high-level planning complete. The move should save the organisation around £150,000 per year. **August 2026** The national data and analysis platform (NDAP) is established as the strategic platform for analysis in PHW. Migration into NDAP, and use of R & python as the strategic coding tools has commenced through eth DARC programme. Migration from proprietary business intelligence tools (e.g. Tableau, Alteryx) to PowerBI has commenced, also as a DARC workstream. An initial scoping workshop has been held, to explore the scale, scope, challenges and

						opportunities arising from the migration.
AP2.5	Integration of genomics into the PHW digital and data strategy and delivery routemap to be completed.	Collaboration between RDD and Genomics to ensure the change programme is planned and approved prior to submission to WG	This will drive efficiency and collaboration across the organisation without incurring additional expense and support the required work for the Genomics Team.	Head of Data Science & Analysis	31/03/2027	**October 2026** Genomics phases 1a (data storage) is complete and 1b is due to be complete on time by the end of December 2026 (disaster recovery). Following initial planning activities for migration of other genomics activities to the cloud, a paper will be taken to DARC programme Board in October to set out the need for a period of discovery and options appraisal to fully understand costs and requirements for this work, before taking a business case to BET for the work to commence no earlier than 2027/28. The exact timing will depend on digital and data capacity. **August 2026** Requirements gathering sessions were held in Jul-Aug-26 and the business case for the Genomics case is being prepared for DARC Board in Sep-26 to assess the

						digital capability and BET for the funding and potential prioritisation approvals that will be required prior to submission to WG expected end of Nov-26
AP2.6	**Digital and Data Workforce Capability** -Strategic Workforce Plan in place, aligned to digital and data transformation priorities -Clear identification of current and future digital, data and analytical skills requirements -Defined workforce pipelines including recruitment, apprenticeships and upskilling pathways -Ongoing development of digital and data literacy across all staff, including leadership	An established career pathway within PHW and partners to 'build and develop' technical capability.	Bring opportunities to school leavers that are non-traditional NHS roles. Established pathways for PHW to be an employer of choice for technical specialities.	Governance & General Manager – RDDD/POD Business Partner	31/08/2027	**October 2026** Workforce planning in progress. Support required from POD to lead and develop pathways aligned across NHS/HEIW/DHCW. Also see action 1.5 &1.6 **August 2026** There remains no additional funding to develop an apprenticeship route, however, this remains an ambition to meet future DDaT resourcing needs.

	Build a Digital and Data Apprenticeship pathway from entry level to degree level					
AP2.6.1	Engage technical agency resource to bridge the gap between recurrent resource commencing in post. This is funded using slippage from investment funding only.	Deliverable are progressing using agency provision. Pay budget balances	Use of agency resource will enable key programmes of work to commence/continue whilst recruitment is ongoing.	Governance & General Manager – RDDD	31/03/2027	**October 2026** Unable to recruit following 4 recruitment cycles. Agency being sourced and sub contracting via procurement in progress to meet the need. This is delaying key work being progressed and may impact on delivery timelines. **August 2026** Funding approved by NDR at 8%less on PY. Funding to be utilised to explore recruitment/contracting of data engineering capability. Action moved from AP1.3 to AP2.6.1. Action 1.3 closed.
AP2.7	Maximise the use of M365 tools and/or automation to support internal efficiencies, process improvements and data capture.	DDDA and AIDA sighted on new software being proposed for purchase and assess against current in house paid tools. AIDA will be sighted on AI and	Utilising and realising the use of M365 suite of tools that are available as part of the tenancy, to drive efficiency and collaboration across the organisation without incurring additional expense.	Head of Digital Services / Head of Data	31/03/2027	**October 2026** Moving to Microsoft Edge as the only browser to maximise M365 use and reduce cyber risk. AIDA has approved the use of automation tools as part of the Digital Health Protection programme and increase in use cases for Microsoft

		Automative tools. Both will be able to drive embed controls. Training for staff on using M365 products from DHCW being promoted.				copilot and github copilot are being brought to AIDA. Use of Ardoq as a centralised architecture service has increased our ability to understand our own architecture and have visibility and transparency of where risk and potential for change are most likely.

Gaps in Assurance / Action Plans for the cause C3 • Lack of maturity in benefits realisation from change delivery						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP3.1	A clear Benefits Realisation Framework is designed, implemented and applied consistently across all change programmes, including: • Defined benefits, baselines and metrics • Named benefit owners within business areas • Tracking of benefits during delivery and post-implementation into BAU • Define benefits categorisation criteria	Tangible benefits identified for proposed change programmes and key measures and baselines identified that can clearly assess the impact of the change Benefits will be reported on through Change Board. Benefits tracker to manage benefit realisation through programme implementation and BAU	Ensure the proposed change will provide adequate tangible benefits for the organisation Implementing a benefits tracking process to ensure benefits are tracked through to completion whether that happens during the programme or in BAU	Head of Planning, Strategy & Corporate affairs. Strategic Programme Lead, Senior Programme Manager, Programme Design Lead, RDD Portfolio Lead	11/11/2026 (Change Board)	**October 2026** An organisational benefits management framework is going to Change Board on 11/11/2026 Aug 26 – continuing development of benefits management framework, which is now scheduled for November Change Board.
AP3.2	Commence the implementation of Clinical and Digital Safety Standards.	No harm caused as an outcome of new processes being implemented.	All new processes will have been assessed against clinical and digital safety standards to avoid harm as part of the change process.	Public Health Consultants / Head of service/Head of Digital Services /	31/03/2027	**October 2026** Programme level process Clinical Governance Group (once fully established for process oversight and escalations) QuSOG or

Gaps in Assurance / Action Plans for the cause C3 • Lack of maturity in benefits realisation from change delivery						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
			Gaps in assurance will be identified early and mitigations implemented.	Digital Clinical Safety Officer		alternative reporting subject to agreement following executive level discussion that will ensure clinical AND digital oversight **September 2026** DCSO work continuing within Digital Health Protection (DHP) programme with requirement to maintain a within programme clinical governance group to provide assurance. The DCSO resource asks to support Phase 2 of the DHP programme have increased. This was discussed at RDDD DLT in August 2026 with agreement that the DCSO should prioritise DHP at this time. DCS training for relevant staff within PHW (n=5) took place on 10 & 11 June 2026. This training identified further process documentation work that is required. There is a plan for the DCSO to progress this

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						work, with subsequent support from the other trained individuals. However, exact timelines not yet determined and will depend upon the DHP resource requirement. The PHW Clinical Governance Group has been established and is co-chaired by deputy nursing and deputy medical directors. It is anticipated that the Clinical Governance Group will eventually provide a conduit for the DCSO's governance. However, whilst group establishment is progressing the current DHP governance arrangements will remain in place. The DCSO remains a single point of failure within PHW and is still working at capacity, and will need to focus on one high profile programmes (Digital Health Protection). This means that other areas of work will not currently be supported to

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						the extent that we would like (including Lung Cancer Screening). The DCSO workload will be monitored with prioritisation need, when required, escalated to RDDD DLT in the first instance. Currently, the DCSO will need to turn down additional work asks.
AP3.2.1	Implement the required actions as detailed under **SRR2**					See SRR2 Updates.
AP3.2.2	Establish the clinical Governance Group	Clinical Governance Group established Define the clinical governance requirements and metrics.	Provide clinical assurance for all change requirements where clinical approval would be required. Define the ownership and formal acceptance process of any residual clinical risk for the management of services.	Executive Director of Nursing Quality and Integrated Governance and Medical Director.	September 2026	**October 2026** Clinical Governance Group has been established. Reporting discussed with Board Business Unit on 29th September 2026, with proposal currently under review by BET. Provisional TORs will align to BET for reporting routes once they are approved. **August 2026**

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						CG Group meetings set up on a monthly cadence. Governance to align to Board reporting is still to be confirmed. Membership and Terms of Reference and to be agreed on 08/09/2026.
AP3.3	Confirmation of benefits and delivery requirements for each proposed change to be completed prior to the creation of the Business Case	Create and manage a benefits framework for the organisation that all change programmes must adhere too	Ensure the benefits of change programmes are clearly identified, mapped prior to programme implementation and are Mapped and managed as part of the programme implementation and BAU	Head of Planning, Strategy & Corporate affairs. Strategic Programme Lead, Senior Programme Manager, Programme Design Lead, RDD Portfolio Lead	11/11//2026 (Change Board)	**October 2026** An organisational benefits management framework is going to Change Board on 11/11/2026. All programmes within PHW have the benefits reviewed regularly to ensure they are still on track to deliver the agreed objectives and identify any new benefits or dis-benefits. **Aug 26** – continuing development of benefits management framework, which is now scheduled for November Change Board.

Gaps in Assurance / Action Plans for the cause C4 • Lack of ability to deliver improvement at pace						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP4.1	Identification of the internal resource that is required to complete a programme of change successfully with active collaboration to meet the programme requirements together	Ensure the programme is resourced effectively to increase the ability to implement the change successfully	Support the successful delivery of change programmes	All enabling function leads; Comms, RDD, PoD, S&P	30/04/2027	**October 2026** To be developed further led by Strategy & Planning aligned to confirmed organisational priorities. See action 1.6.1. Additional change resources to be identified through the planning process, including at 11/11/2026 Change Board **August 2026** Management capacity is being assessed regularly on a local level. It remains challenging across the D&D portfolio with the competing demands having to be balanced. Plans are in place to begin assessing and planning resource on an organisation wide level for all change programmes

Gaps in Assurance / Action Plans for the cause C4 • Lack of ability to deliver improvement at pace						
Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
AP4.2	Earlier identification of dependencies on DHCW Active management of DHCW delivery for specific programmes eg LIMS.	Support the mitigation of delays when change programmes include external stakeholders	Support the successful delivery of change programmes	RDD Portfolio Lead,	30/04/2027	**October 2026** The lack of a DHCW Portfolio lead has been escalated to DHCW, and we are awaiting the details of a DHCW Contact that we can liaise with in the Portfolio Lead's absence. This is expected to be resolved by the end of Oct-26 with catch ups expected in the first week of Nov-26. **August 2026** Monthly portfolio reviews between DHCW and PHW have paused due to unplanned absence in DHCW. PHW are aiming to reestablish these meetings in Sep-26 as they support management of dependencies in digital programmes involving DHCW.
AP4.3	Earlier and more precise identification of supplier dependencies at	Assessment of supplier and organisation dependencies to be	Support the successful delivery of change programmes	RDD Portfolio Lead, Strategic	31/03/2027	**October 2026** Related actions AP1.3 and AP2.3

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	programme and portfolio levels	undertaken as part of the change programmes will be understood and can be managed appropriately		Programme Lead		Additionally, RDD are supporting directorate requests for BAU and Programme requests that have a digital requirement to ensure any digital resource requirements are identified and considered at the start of the process. **August 2026** Action AP2.3 will support the identification of dependencies in potential digital change programmes. As will action AP1.3)
AP4.4	Earlier and more precise identification of Local Health Board dependencies at programme and portfolio levels	Support the mitigation of delays when change programmes include external stakeholders	Support the successful delivery of change programmes	RDD Portfolio Lead, Strategic Programme Lead	31/12/2026	**October 2026** Related actions AP1.3 and AP2.3 will support the delivery of this action. These actions are dependencies that need to be completed to support this action due to the fact the stakeholders will vary dependant on the proposed change.

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Reference	**What Action?**	**How will we measure efficacy?**	**How will this action impact/mitigate the risk?**	**Who is Responsible?**	**By When?**	**Progress**
						Collaboration with other NHS Wales organisations in programmes is crucial, particularly on national programmes and where PHW works in collaboration with other NHS Wales bodies to deliver a service for the people of Wales. **August 2026** Action AP2.3 will support the identification of dependencies in potential digital change programmes. As will action AP1.3)
AP4.5	Regular portfolio reviews to be undertaken at an organisation level (every 6 months) to assess the viability of the change portfolio and to ensure all programmes still align with the organisation's strategic goals	Ensure the change portfolio continues to align with the organisation's strategic objectives, the delivery of change is still on track and has sufficient resource.	Support the successful delivery of change programmes	RDD Portfolio Lead, Strategic Programme Lead	31/03/2027	**October 2026** The first portfolio assessment is currently being completed by S&P and RDD with the initial findings on the change portfolio and the digital portfolio due to be presented to Change Board on 11-Nov-26.

Gaps in Assurance / Action Plans for the cause C4 • Lack of ability to deliver improvement at pace						
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		Provide the appropriate evidence to the executive team to make informed decisions on the prioritisation of the change portfolio on a frequent basis				**August 2026** RDD have agreed to pilot the first portfolio reviews. This is expected to be completed by Oct-26.