

Management response form

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
R1	The Health Board should ensure that the new Digital Strategic Plan is underpinned by a clear, costed delivery plan developed through the IMTP process (paragraph 15).	<p>Since approval of the Health Board's Digital Strategic Plan (March 2025), significant delivery has been achieved in 2025/26 across clinical systems, infrastructure, data/analytics and workforce enablement, supported by Welsh Government investment. In the current financial environment it remains difficult to set out a fully funded plan for the full 10-year strategy; therefore delivery is planned and costed through the annual planning cycle.</p> <p>The IMTP for 2026/27 includes delivery of key programmes within the 2025–2028 roadmap (including continued progress towards an integrated health and care record, major infrastructure refresh and nationally mandated specialist systems), with associated business cases taken forward locally and with Welsh Government as required. Longer term, the Health Board recognises the need, and is committed, to</p>	<p>For 2026/27 In line with Annual Plan 31 March 2026</p> <p>For longer term, in line with IMPT process 26/27 Date: 31 March 2027</p>	Director of Digital

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
		<p>increasing investment in the digital strategic plan and its key enablers, to improve efficiency, effectiveness and quality of care for the population it serves.</p>		
R2	<p>The Health Board should ensure that all service groups attend the Digital Leadership Group (DLG) consistently, as required, by putting in place clearer expectations, monitoring arrangements, and escalation routes. (paragraph 25).</p>	<p>Digital colleagues meet regularly with individual Service Groups to discuss and agree key requirements, priorities and delivery plans. Service Groups also regularly attend the Digital Service Management Group where system performance and business-as-usual issues are reviewed. We recognise the need to strengthen the Digital Leadership Group (DLG) and will review the purpose of the group and expected attendance, including monitoring and escalation routes, to ensure it operates at a more strategic level.</p>	30 September 2026	Director of Digital

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
R3	<p>The Health Board should strengthen its arrangements for managing risks related to Artificial Intelligence (AI) by:</p> <ul style="list-style-type: none"> – 3.1 assessing potential AI risks to the Health Board and ensuring these are captured in relevant risk registers with appropriate mitigation and controls (paragraph 33); and – 3.2 establishing and embedding an AI governance and assurance framework within 12 months (paragraph 35). 	<p>The Health Board will propose a AI Governance Plan (DDRI, May 2026) to align with NHS Wales principles and emerging Welsh Government guidance. This includes establishing an Executive AI Governance Group with defined decision rights and escalation routes, implementing a single AI lifecycle (intake, risk-tiered triage, assurance, approval, monitoring and decommissioning), and maintaining a single AI inventory/register (including embedded supplier AI and approved generative AI). AI risks will be assessed and captured through relevant corporate/digital/quality risk registers with agreed controls (e.g. clinical safety case, DPIA/IG, cyber and supplier assurance) and Algorithmic Transparency Recording Standard (ATRS)-style transparency records for material AI systems.</p> <p>The Governance plan for endorsement at May DDRI, is described in 3 phases. The first phase</p>	31 July 2026	Director of Digital

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
		weeks 0-8 will establish the necessary arrangements to de-risk the current situation.		
R4	The Health Board should strengthen its approach to assessing and improving digital skills across its workforce (paragraph 38).	We have established digital readiness initiatives including a Digital Adoption Manager, an MS365 Champions Network, core system training/product specialists, clinical digital leadership (CMIO/CNIO/CAHPIO) and a Data Literacy Programme. Building on this, we will strengthen the assessment of digital skills by using available survey/self-assessment approaches (including HEIW digital readiness work) to establish a baseline and target support, embedding digital literacy as a “golden thread” through staff group faculties in partnership with Workforce & OD. Delivery will be progressed through reprioritisation of existing resources and, where possible, tactical non-recurrent investment.	Baseline assessment of skills and setting of quarterly improvement targets - 30 June 2026	Director of Workforce/ Director of Digital

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
R5	The Health Board should develop a clear plan to reduce digital exclusion, with measurable targets and milestones (paragraph 43) .	For staff, we will continue to address digital inclusion through our existing digital readiness offer, including the Digital Adoption Manager, the MS365 Champions Network, role-based training/support (including modular pathways via digital-supported staff group faculties) and clinical digital champions (SBUHB have 1000+), to ensure equitable access to skills development and adoption support. For the public, we recognise more is required and that a dedicated digital inclusion lead is needed to develop and deliver a clear plan; this is subject to funding. Identification of the necessary funding will be sought through the organisations Organised for Success restructuring programme. Once in place, we will	30 September 2026	Director of Digital / Director of Workforce & OD

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
		work with HDD to leverage the benefits of regional working and shared approaches to digital inclusion.		
R6	The Health Board should evaluate digital solutions consistently with an emphasis on post-implementation review and on corrective action where it did not realise the planned benefits (paragraph 56).	<p>Digital already has a robust benefits framework in place, including benefits definition, tracking and post-implementation review. This has been used to inform the establishment of a Health Board-wide benefits framework that will be applied consistently across all projects and investments (not just digital).</p> <p>Going forward, monitoring of benefits realisation and achievement will be aligned to this framework and assured through wider Health Board governance arrangements, including PFAG.</p>	30 September 2026	Director of Digital