

Digital Transformation

Digital Health and Care Wales

July 2026



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Audit snapshot

What we looked at

- 1 We looked at how Digital Health and Care Wales' (DHCW) approach to internal digital transformation is supporting service improvement. By this, we mean how it uses digital, data, and technology to improve its own services and operations. This included the organisation's approach to strategy, leadership and skills development. We also considered how it manages risks around digital infrastructure, cyber resilience, and Artificial Intelligence (AI).
- 2 Although this review focuses on DHCW's internal operations, some topics are connected to its broader national digital responsibilities. We plan to review national leadership of digital services and programme delivery separately later this year.

Why this is important

- 3 Digital technology is a key enabler to many of the aims of A Healthier Wales. That plan says that new technologies and digital approaches will be an important part of the future whole system approach to health and care.
- 4 However, achieving digital transformation is challenging. It requires investment, the right infrastructure, and staff engagement and training. Systems need to communicate with one another and organisations must manage ever-growing risks around cyber resilience.
- 5 Digital transformation is not just about technology, it is about culture and leadership. The boards of NHS bodies have a key role in approving and owning the organisation's digital strategy. Boards also need assurance that digital transformation is being managed safely and effectively, and that investment is securing the intended benefits.

What we have found

- 6 DHCW leads digital work for NHS Wales, focusing on national systems and programmes. However, its Organisational Strategy gives less attention to its own internal digital needs. Its Integrated Medium Term Plan (IMTP) offers more detail on internal improvements but does not clearly explain expected benefits or outcomes.
- 7 The Board receives regular reports, but these mostly cover national programmes. Oversight of internal digital transformation is weaker. This means the Board cannot track progress, costs, and benefits closely. As a result, it has less confidence that internal investments provide value.
- 8 DHCW supports work on cyber security and emerging technologies such as AI. However, reporting focuses mainly on NHS Wales-wide risks, with less attention on DHCW's own infrastructure and cyber risks. As a result, it is harder to identify and manage internal risks.
- 9 DHCW plans to strengthen the digital skills of its workforce, but its approach is still developing. It has made progress in assessing workforce capability, but this has been slower than planned. As a result, DHCW still does not fully understand or address all key skills gaps, which may affect its ability to deliver digital transformation effectively.
- 10 Financial uncertainty makes internal digital transformation harder. Most funding is short term and focused on national systems, which reduces flexibility for internal investment. Financial reports do not clearly separate internal and national spending, limiting transparency and assurance.

What we recommend

11 We have made six recommendations to DHCW which focus on:

- Clarifying internal digital priorities, including measures, milestones, ownership, and outcomes.
- Developing a comprehensive, costed plan for internal digital transformation.
- Strengthening digital workforce capability.
- Clarifying long-term funding and affordability for internal digital transformation alongside national commitments.
- Strengthening accountability following programme closure to ensure improvements are sustained.
- Strengthening the evaluation of benefits and value for money.

Key facts and figures

- Only 34 DHCW staff have completed the Health Education and Improvement Wales interactive self-evaluation tool as part of the Digital Capability Framework.
- Between November 2025 and January 2026, 22 cyber incidents were reported, five of which affected DHCW. This included one serious incident in January 2026, which had to be reported under NIS Regulations.
- An Internal Audit review of DHCW's cyber security arrangements in February 2026 gave an overall reasonable assurance rating.
- In 2025, DHCW self-assessed at level 4 of the Health Information and Management Systems Society (HIMSS) Infrastructure and Adoption Model (INFRAM), indicating established and consistently managed digital infrastructure.

Our findings

Strategy, planning, and leadership

DHCW provides good strategic leadership but needs clearer plans for its own digital transformation. It also needs a more effective way to track progress and benefits

Digital strategy and plans

- 12 DHCW does not have its own digital transformation strategy. Its Organisational Strategy 2024-40 says the organisation needs simpler ways of working, better governance, modern technology, and stronger digital skills. But it gives little detail about internal digital priorities or gaps. The strategy does not explain DHCW's digital maturity level, because it completed the HIMSS INFRAM self-assessment in 2025. It assessed itself at Level 4.¹
- 13 DHCW's IMTP 2025-28 gives more information about its internal approach to digital delivery through the Building Our Future Programme (see **paragraphs 48, 49, and 50**). The programme closed in late 2025. It aimed to introduce a new operating model, redesign skills, improve digital products, and use more AI. Despite this, DHCW should explain benefits and aims more clearly in the IMTP and give specific details of internal digital transformation.

¹ HIMSS INFRAM level 4 means the organisation manages through agreed processes, controls and governance arrangements.

Board ownership of digital transformation

- 14 DHCW's Board shows strong ownership of its Organisational Strategy, IMTP, and internal digital transformation. It has good processes for developing these that involve staff, partners, and stakeholders.
- 15 DHCW uses board development sessions to cover digital transformation. To date, sessions have covered the Building Our Futures Programme and the organisation's new Artificial Intelligence Strategy. The sessions have also helped Board members understand DHCW's product operating model. This model is about developing and supporting digital products, not traditional programme-based teams.
- 16 DHCW attends the All-Wales Directors of Digital and the Independent Board Member Digital Network meetings. These meetings support learning and good practice and allow DHCW to be involved in national digital discussions. This helps shape DHCW's digital plans and gives the Board more context for oversight and challenge.

Roles, responsibilities, and accountability

- 17 DHCW has committed leaders who drive digital improvements and change. Board members have both public and private sector experience. The Board reviews its skills to make sure it has the right knowledge to do its job. DHCW shares responsibility for digital across a number of director roles.
- 18 DHCW has systems to oversee digital transformation, but they could be stronger. The Board receives regular updates about the Organisational Strategy, IMTP delivery, and the Building Our Futures Programme. These reports explain what work is happening and how it fits DHCW's priorities. But they give little detail on how well things are delivered or if benefits are achieved.

Identifying and managing risks

DHCW understands national digital risks, but lacks clear oversight of all internal risks. Gaps remain in reporting, planning, and assurance for its own digital operations

Strategic digital risks

- 19 DHCW's Board Assurance Framework (BAF) mainly focuses on high-level, outward-facing risks linked to the Organisational Strategy and IMTP. As a result, it gives less attention to the risks of delivering internal digital transformation, although it does mention the Building Our Future Programme.
- 20 The Board can see the main risks and actions, but reports focus on activity rather than showing if those actions actually reduce risk. Clearer internal plans and better reporting on the impact of actions would help the Board oversee and manage internal digital transformation risks more effectively.

Digital infrastructure risks

- 21 The Organisational Strategy and IMTP mainly focus on digital infrastructure for NHS Wales. This means the BAF and Corporate Risk Register pay less attention to risks in DHCW's own internal infrastructure. Because of this, DHCW lacks a clear view of the main gaps in its internal digital infrastructure and a clear plan to fix them. Officers run a rolling programme to replace outdated systems and update digital infrastructure, such as the Cloud transformation programme and the redevelopment of the Integration Service. However, they do not regularly report consolidated progress to the relevant committee.

Cyber resilience

- 22 DHCW supports NHS Wales by hosting the Welsh Government's Cyber Resilience Unit and helping organisations across Wales improve cyber resilience. Alongside its national role, DHCW also manages its own cyber risks.
- 23 DHCW has used the Cyber Assessment Framework (CAF) to audit its cyber security arrangements. The first audit in October 2023 looked at 24 of the 39 CAF objectives. DHCW fully met 19, partly met 2, and did not meet 3 objectives. The audit found gaps in supply chain cyber risk management and incident response. DHCW completed more audits in June and August 2025 to cover the remaining objectives. It has not reported those results yet. DHCW plans a full re-audit in August 2026.
- 24 Cyber reports to the Digital Governance and Safety Committee cover routine cyber issues. They show that DHCW reports internal and external incidents well, but cyber incidents remain an ongoing challenge. Between November 2025 and January 2026, DHCW reported 22 cyber incidents, with five directly affecting it. One serious incident temporarily disrupted access to a national system, and DHCW promptly reported this under the Network and Information Systems Regulations. Follow-up reports show that DHCW is taking action.
- 25 The cyber reports also highlight other risks and issues that need ongoing attention. These include control of system access, and how well systems can recover if problems occur. The reports show cyber activity clearly and provide some assurance. However, they do not explain the impact of incidents or how well controls are working. Recent reports show DHCW's increased focus on NHS Wales cyber risks, reflecting its intent to raise national awareness of these. However, this broader perspective has led to reduced visibility of DHCW's own infrastructure and cyber risks in these reports.

- 26 DHCW has a clear structure for cyber security. The Chief Information Security Officer leads the team, supported by a Head of Cyber Security, a Cyber Assurance Lead, and a Cyber Compliance Lead. We have not reviewed staffing levels, but recent reports suggest increasing pressure on cyber security staff.
- 27 An Internal Audit review of DHCW's cyber security arrangements in February 2026 gave a reasonable assurance rating. It found that DHCW has clear leadership and arrangements in place to manage cyber risks, with regular reporting and ongoing improvement work. However, it also highlighted rising cyber risks and said checks on some suppliers need to improve.

Artificial intelligence

- 28 DHCW recognises the potential of AI to improve health and care. If used well, it could support better decision-making, save time, and reduce pressure on staff. However, DHCW recognises that achieving these benefits depends on managing key risks. These include patient safety, data protection, fairness, transparency, and system integration.
- 29 The Board approved DHCW's AI Strategy in March 2026. The strategy sets out how DHCW plans to support the safe and responsible use of AI across NHS Wales. It also explains DHCW's role in helping NHS bodies as they adopt AI.
- 30 The strategy is supported by an implementation plan and a three-year roadmap. However, it does not clearly set out how DHCW could use AI to improve its own internal processes or make better use of staff time. Also, it does not set out clear actions, measures of success, and required resources. Without this, it will be harder to track progress and show value.
- 31 While AI can bring benefits, it can also create new digital risks. DHCW already uses some low-risk AI tools internally to support everyday work and improve staff productivity. As AI use is likely to grow, DHCW needs to ensure its Corporate Risk Register covers these risks.

Digital skills

DHCW aims to strengthen skills and retain staff, but slow progress in delivering its plan could limit how well it supports digital transformation

Assessing digital skills

- 32 DHCW has used the All-Wales Digital Capability Framework. Only 34 staff have completed it to date. This is likely because it focuses on basic IT skills and does not cover the advanced digital skills its staff need.
- 33 DHCW is introducing a new framework for digital and data staff, based on the UK Government Digital and Data Capability Framework. Progress has been made, with about 85% of the workforce assessment complete. But this has taken longer than planned. Other work, including a workshop with Heads of Profession in April 2026, has helped identify important skills, and a plan to address key gaps was approved in June 2026. However, DHCW still does not fully understand all of its digital skills needs, and it cannot yet show that its approach is supporting digital transformation. A fuller picture is expected by September 2026.

Developing digital skills

- 34 DHCW is committed to building a digitally skilled workforce. Its former People and Organisational Development Strategy highlighted the need for staff to have the right skills to support digital change. The current strategy provides more detail on how it plans to achieve this. This includes supporting continuous learning, developing specialist digital and data skills, and reviewing digital skills levels.
- 35 DHCW plans to address these issues and support leaders to manage digital change. Its 2026-27 Remit Letter from the Welsh Government also calls for improved workforce planning, including assessing and developing staff skills. The key challenge though is turning these plans into action and ensuring effective Board oversight of delivery.

- 36 DHCW finds it hard to find and keep staff with digital skills because of strong competition, especially from the private sector. Short-term funding leads to more temporary jobs and higher staff turnover. This makes the workforce less stable and makes it harder for DHCW to maintain digital change.
- 37 The People and Organisational Development Strategy tries to solve these problems by focusing on keeping skilled staff, helping staff grow, and planning the workforce better. But this work is just starting. Workforce pressures may keep growing if progress does not match the organisation's growth.

Collaboration and involvement

DHCW involves staff effectively in digital transformation. It is also taking appropriate action to reduce digital exclusion and build stronger partnerships

Staff involvement

38 DHCW has effective and structured ways to involve staff in its internal digital transformation. Through the Building Our Future Programme, staff played an active role in shaping the new operating model and ways of working. The programme also aimed to help staff adapt through training in quality improvement, agile working, and digital skills, alongside using ‘champions’ to support culture change.

Reducing digital exclusion

39 DHCW is committed to reducing digital exclusion. It is accredited under the Digital Inclusion Charter and has appointed a Digital Inclusion Manager to lead this work. Both its Organisational Strategy and IMTP recognise that some people find it hard to use digital services and set out plans to support them. The IMTP sets out practical actions to reduce digital exclusion. These include designing services around users’ needs and working with patients and the public.

40 DHCW has also developed a separate Digital Inclusion Action Plan. It has clear priorities, actions, and timescales. It also sets out how progress will be overseen and reported. However, measures to assess whether digital exclusion is reducing are still being developed.

41 DHCW has started training staff on digital inclusion and accessibility and is developing toolkits and guidance to help teams design more inclusive digital services. It is working with partners on practical solutions. For example, it is collaborating with GP clusters and community groups to support use of the NHS Wales App. It is also working with libraries and voluntary organisations to support people who struggle to access digital services.

Partnership working

- 42 DHCW generally works well with its key partners. An independent review by Atos in April 2024 found that day-to-day working is often effective, but some partners felt they were not always involved early enough in projects and programmes. It also found that DHCW does not always fully understand the pressures they face.
- 43 Our 2025 Review of Stakeholder Engagement Arrangements found that DHCW generally works well with stakeholders and has used feedback to improve some national digital programmes. However, this approach is not applied consistently across all programmes. Our review also found that staff involved in engagement are under pressure and do not always record, share, or use feedback to support decision-making.
- 44 DHCW developed a stakeholder action plan in response to the Atos review, combining 75 actions. 44 are DHCW-led actions focused on improving its own engagement, communication and working. A Board update in November 2025 showed that it had completed 70% of DHCW-owned actions, with many actions ahead of planned milestone delivery dates. Despite these improvements, it still faces major challenges in working with key partners in delivering national digital programmes.

Using digital developments to support service transformation

DHCW's national delivery focus limits attention on internal transformation. Combined with uncertain funding and delivery challenges, this reduces confidence in the impact and value achieved

Investment in digital transformation

- 45 Investing in digital transformation is an important part of DHCW's role and plans. The IMTP outlines its plans to invest in national digital systems and infrastructure across Wales. However, financial pressures and uncertainty about future funding make it harder for DHCW to deliver these improvements with confidence.
- 46 Much of the funding for national digital programmes is short term and comes from the Digital Priorities Investment Fund. DHCW also receives core annual funding to support its other delivery activities. However, the Organisational Strategy, IMTP, and routine finance reports do not clearly show how much funding is allocated or spent on DHCW's own internal digital improvements. As a result, the Board lacks a clear view of internal investment, affordability, and value for money.
- 47 At the same time, DHCW's expenditure on digital services has increased, largely reflecting the ongoing cost of maintaining national systems. A significant proportion of revenue funding is therefore committed to staffing, suppliers, and cloud services, which reduces flexibility to invest in its own internal systems and working methods.

Local digital transformation

- 48 A key part of DHCW's internal digital transformation is moving to a product operating model. This is meant to help the organisation deliver digital services in a more consistent and sustainable way. This work became part of the Building Our Futures Programme in 2024. The programme set out clear aims. These included improving digital skills, modernising digital systems, developing a single digital learning platform, making more use of AI, and delivering better value. While the overall direction was clear, there was little detail at the start about timelines, key milestones, or how success would be measured. This made it hard to know when results would be achieved or how progress would be judged.
- 49 Our Structured Assessment reports from 2023 to 2025 show slow progress. In 2023, work started slowly but there was no set completion date. In 2024, progress remained slow because of lack of resources, staff pressures, and the scale of the changes needed. By 2025, progress had improved, but major risks remained. The direction was clear, but improvement was gradual. DHCW provided little assurance about how quickly outcomes would happen or what effect they would have.
- 50 The Building Our Futures Programme closed in late 2025. The Board agreed it met its main aims. It delivered improvements like a Digital Learning Portal, updated job profiles, AI changes, more agile working, a User-Centred Design Team, and a single entry point for data requests. But some work was still ongoing. It was not clear who should finish the work or how to track long-term benefits. As a result, more work is needed to embed changes and make sure the benefits last.

Delivering national digital systems

- 51 DHCW's Organisational Strategy and IMTP are well aligned with national policy and support a 'Once for Wales' approach to digital delivery. This means focusing on shared digital systems for the whole NHS in Wales, rather than separate systems for each organisation. The aim is to use common standards and provide national solutions where they add value.

- 52 DHCW delivers a wide range of national digital services that support day-to-day healthcare across Wales. It is also responsible for supporting an ambitious range of national digital programmes. Some of these programmes are progressing well, but others are facing significant challenges. As of February 2026, many programmes were behind schedule or facing difficulties, including:
- the Laboratory Information Management System, which is delayed and costing more than planned (originally estimated at over £42 million in 2018);
 - the Radiology Informatics System procurement, which is also behind schedule (a programme running from 2019 to 2025, originally estimated at over £60 million);
 - the NHS Wales App programme, which has been delayed due to uncertain funding and reliance on external systems; and
 - the Welsh Intensive Care Information System, where development was paused while a decision was made on whether to continue.
- 53 These challenges put pressure on DHCW in terms of managing rising costs and changing delivery timescales. They also place additional demands on health boards, which need to commit staff time to help test and implement these systems locally.
- 54 Ongoing delays and changes can affect working relationships, especially when programmes take longer than expected or change frequently. This can delay or reduce benefits. It may also affect confidence in DHCW's ability to deliver large national digital programmes. We plan to explore the causes of these issues in more detail as part of a national digital review starting later this year.

Evaluating digital solutions

- 55 DHCW has arrangements in place to evaluate both national and internal systems. Its Technical Design Authority (TDA) sets the principles and standards for developing new systems, and its Assurance Group (TDAG) reviews designs against these requirements. However, we did not see clear evidence of how this is applied or reported in practice for internal developments, which limits visibility and assurance. DHCW also tests systems with staff, patients and service users to check they are easy to use, and the National Target Architecture sets out how systems should work together and be updated safely. These arrangements work best at programme and product level, where delivery, risks, and usability are regularly reviewed. However, long-term benefits are not measured as well for internal work.
- 56 This issue can be seen in the closure of the Building Our Futures Programme. The programme introduced important structures and frameworks, including a value-based benefits model. However, work to show benefits was still ongoing when the programme ended. The programme closed before long-term benefits were shown. As a result, evidence of overall impact is limited.

Recommendations

57 We have made six recommendations to address the key issues in this report.

R1 DHCW should develop clear measures, milestones, and expected outcomes for internal digital transformation programmes and projects. (**Paragraph 13**)

R2 DHCW should develop a comprehensive, costed plan for improving its internal digital infrastructure, setting out priorities, milestones, timescales, and dependencies separately from national delivery commitments. (**Paragraph 21**)

R3 DHCW should strengthen its approach to assessing and developing digital skills by:

R3.1 Demonstrating how its digital and data skills frameworks are actively used to identify skills gaps and improve workforce capability. (**Paragraphs 32 and 33**)

R3.2 Ensuring the Board receives clear, regular reporting on delivery, risks and early impact of digital skills priorities. (**Paragraphs 34 and 35**)

R4 DHCW should clearly set out how future internal digital transformation will be funded, including how investment will be prioritised alongside national digital commitments and managed within existing financial constraints. (**Paragraph 46**)

R5 Following programme closure, DHCW should define clear accountability, milestones, and timescales for completing the remaining internal digital developments from the Building Our Futures Programme. (**Paragraph 50**)

R6 DHCW should strengthen evaluation of internal digital developments / programmes by assessing benefits, costs, and value for money, and reporting this to the appropriate committee. (**Paragraph 57**)

Appendices

1 About our work

Scope of the audit

The goal of this audit is to find out if DHCW is using digital technology to support service modernisation and efficiency. This included the approach to strategy, leadership and skills development for digital transformation, and how risks around digital infrastructure, cyber resilience and artificial intelligence are being managed.

Audit questions and criteria

Questions

Our audit addressed the following questions:

- Does DHCW have a well-led and appropriately resourced approach to digital transformation?
- Is DHCW developing the digital skills, capacity, and capability of its workforce?
- Does DHCW have a clear plan for managing its cyber resilience arrangements and digital infrastructure and how they will need to change to support its digital transformation ambitions?
- Does DHCW engage effectively with staff, partners, patients / service users to deliver its digital transformation ambitions and minimise digital exclusion risks?
- Is DHCW actively utilising new digital technology and data solutions to enhance the accessibility, quality, efficiency, and productivity of its services?

Criteria

Our audit questions were shaped by:

- External reference input from the Welsh Government, all-Wales NHS Directors of Digital, and Digital Health & Care Wales.
- Relevant Welsh Government strategies and plans.

- Relevant NHS Digital Transformation review reports completed by the National Audit Office, and House of Commons Health and Social Care Committee.
- NHS England Department of Health & Social Care: A plan for digital health and social care policy paper.
- NHS England Transformation Directorate: What good looks like framework.

Methods

We asked DHCW to:

- Complete a self-assessment to help us understand how the organisation is undertaking digital transformation.
- Give us facts and figures about its spending on digital technology, staff digital skills, cyber resilience, and how it involves people in digital transformation.

We reviewed a range of documents, including:

- Board and committee papers and minutes.
- Key governance documents, including Annual Reports. Board and Committee Forward Work Plans, Project Plans, Evidence for Welsh Government Accountability meeting.
- Key strategies and plans, including the Organisational Strategy 2024-30, IMTP 2025-28, People and Organisational Development Strategy 2022-25 and 2026-30, AI Strategy 2026-29.
- Key risk management documents, including the Board Assurance Framework and Corporate Risk Register.

We interviewed the following key stakeholders:

- Interim Vice Chair
- Chief Executive Officer
- Executive Director of Digital Strategy
- Executive Director of Operations
- Executive Medical Director/Chief Clinical Information Officer Wales
- Director of Primary, Community Care and Mental Health Digital Services

We observed Board meetings as well as meetings of the following committees:

- Programme Delivery Committee
- Digital Governance and Safety Committee
- SHA Board

2 Management Response Form

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
R1	DHCW should develop clear measures, milestones, and expected outcomes for internal digital transformation programme and projects. (Paragraph 13)	Transition from project-based working to continuous agile delivery was a key element of the BOF programme. DHCW has transitioned internal transformation from project to agile delivery. Internal digital transformation activities are being delivered via 'One Way of Working'. The first stage of One Way of Working will complete by in quarter 3 2026/27. The outputs from this work will be tracked and measured to ensure milestones are delivered and expected outcomes achieved.	December 2026	Executive Director of Strategy
R2	DHCW should develop a comprehensive, costed plan for improving its internal digital infrastructure, setting out priorities, milestones, timescales, and dependencies separately from national delivery commitments. (Paragraph 21)	Building on existing in-train initiatives, DHCW will factor in the One Way of Working as part of the next planning cycle. In alignment with actions planned to address R1, the plan will be developed, costed and integrated as part of DHCW's extant planning processes. It will assess options and identify investment priorities based on strategic fit, risk, affordability, value and expected benefits. The costed plan will set out milestones, timescales, dependencies and accountability arrangements	March 2027	Interim Executive Director of Finance

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
		which will be distinct from national digital programme commitments.		
R3	DHCW should strengthen its approach to assessing and developing digital skills by:	See below.		Director of People and OD
R3.1	Demonstrating how its digital and data skills frameworks are actively used to identify skills gaps and improve workforce capability. (Paragraphs 32 and 33)	Provide biannual reporting to Executive Directors demonstrating how the Digital and Data Skills Framework is being used to assess capability, identify skills gaps, and inform workforce planning and development decisions.	January 2027	Director of People and OD
R3.2	Ensuring the Board receives clear, regular reporting on delivery, risks and early impact of digital skills priorities. (Paragraphs 34 and 35)	Quarterly People and Culture reports to Management Board will include updates on digital skills priorities, delivery and impact of digital skills priorities, as well as associated delivery risks, together with mitigating actions and progress against them.	November 2026	Director of People and OD

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
R4	DHCW should clearly set out how future internal digital transformation will be funded, including how investment will be prioritised alongside national digital commitments and managed within existing financial constraints. (Paragraph 46)	Through its Investment Appraisal Lifecycle, DHCW will establish a transparent approach to funding and prioritising internal digital transformation alongside national commitments. Investment decisions will be supported by business case development, affordability assessments, benefits management and value-for-money evaluation. The implementation of this approach will provide greater visibility of capital and revenue funding requirements for internal investments and delivery priorities within available resources and financial constraints.	March 2027	Interim Executive Director of Finance
R5	Following programme closure, DHCW should define clear accountability, milestones, and timescales for completing the remaining internal digital developments from the Building Our Futures Programme. (Paragraph 50)	The first stage of One Way of Working will continue and substantially complete (from a programme closure perspective) remaining transformation developments from the BOF Programme, by Q3 2026/27. The outstanding BoF Programme actions will continue to be tracked via Management Board. In addition, the outputs from the One Way of Working work will be tracked and measured to ensure milestones are delivered and expected outcomes achieved.	December 2026	Executive Director of Strategy

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
R6	DHCW should strengthen evaluation of internal digital developments / programmes by assessing benefits, costs, and value for money, and reporting this to the appropriate committee. (Paragraph 57)	DHCW will prioritise strengthening its evaluation of internal and external digital developments, by assessing benefits, cost and value. Including the evaluation of internal agile / product delivery. DHCW will complete a review of how it evaluates costs benefits and value for internal transformation as part of its revised approach to benefits and value generally. This will include evaluation of agile / product delivery alongside project and programme delivery models.	January 2027	Executive Director of Strategy

3 Key terms in this report

Term	Description
Integrated Medium Term Plan	An Integrated Medium Term Plan is a three-year plan that sets out how the organisation will deliver its services, manage its workforce, and meet its financial duties to break even. The organisation submits its plan to the Welsh Government for approval.
Building Our Futures Programme	The Building Our Futures Programme is DHCW's organisation-wide change programme. It is structured around five projects, each with clear aims and intended outcomes, such as improving digital skills, modernising systems and delivering better value.
Health Information and Management Systems Society (HIMSS)	The Healthcare Information and Management Systems Society (HIMSS) is a global non-profit organisation dedicated to improving health through the best use of information technology and management systems.
Mozaic	Mozaic are an independent consultancy that support organisations to assess and improve strategy, delivery and operations.
Board Assurance Framework	A Board Assurance Framework (BAF) in the NHS is a structured, strategic tool used by boards to monitor risks that threaten the achievement of corporate objectives.

Term	Description
Corporate Risk Register	A Corporate Risk Register sets out the organisation's significant risks (either those with high scores or organisation-wide impact) and the actions in place to manage them.
Cyber Resilience Unit (CRU)	The NHS Wales Cyber Resilience Unit (CRU), established in 2021 and hosted by Digital Health and Care Wales (DHCW), is an independent team responsible for implementing and monitoring NIS regulations to boost cybersecurity across the Welsh health sector.
Cyber Assessment Framework (CAF)	The Cyber Assessment Framework (CAF) is a National Cyber Security Centre (NCSC) tool designed to help organisations, particularly those in critical infrastructure like energy, health, and transport, assess their cyber resilience.
National and Information (NIS) Regulations 2018	The National and Information (NIS) Regulations 2018 aim to improve the cybersecurity and resilience of systems that provide essential services.
Artificial Intelligence	Artificial intelligence (AI) is the ability of machines, computer systems, or robots to mimic human intelligence, learning, and decision-making to perform specific tasks.
HEIW's Digital Capability Framework	A national model outlining the digital skills, behaviours and confidence health and care staff need, organised into six capability domains with a self-assessment tool for development.

Term	Description
Government Digital and Data Profession	Government Digital and Data Profession Capability Framework is a UK government framework that sets out what good digital and data skills look like for people working in digital roles.
Annual National Priorities Fund	The Annual National Priorities Fund (ANPF) is a Welsh Government funding pot used to support national NHS priorities in Wales for a single financial year. It is typically allocated on a short-term, annual basis to help deliver priority programmes, including national digital initiatives.
Product Operating Model	A product operating model is an approach where organisations organise their work around ongoing digital products or services, rather than short-term projects.
Laboratory Information Management System (LIMS)	The Laboratory Information Management System (LIMS) in NHS Wales is a unified digital system designed to manage pathology data and sample workflows across all health boards and hospitals.
Once For Wales	National approach in NHS Wales where a digital system, process or standard is designed, procured and implemented once at a national level, rather than each Health Board creating its own version.
Radiology Informatics System Procurement (RISP)	Radiology Informatics System Procurement (RISP) is a national digital programme designed to replace and modernise all core radiology informatics systems across every Health Board.

Term	Description
Technical Design Authority	A key governance body established to oversee the design, technology, and cyber security aspects of national digital services in NHS Wales

About us

The Auditor General for Wales is independent of the Welsh Government and the Senedd. The Auditor General's role is to examine and report on the accounts of the Welsh Government, the NHS in Wales and other related public bodies, together with those of councils and other local government bodies. The Auditor General also reports on these organisations' use of resources and suggests ways they can improve.

The Auditor General carries out his work with the help of staff and other resources from the Wales Audit Office, which is a body set up to support, advise and monitor the Auditor General's work.

Audit Wales is the umbrella term used for both the Auditor General for Wales and the Wales Audit Office. These are separate legal entities with the distinct roles outlined above. Audit Wales itself is not a legal entity.



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Rydym yn croesawu gohebiaeth a
galwadau ffôn yn Gymraeg a Saesneg.