

PWYLLGOR DIGIDOL, DATA AC ARLOESI
DIGITAL, DATA AND INNOVATION COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 April 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Digital, Data and Innovation Committee Annual Self-Assessment Report 2025/26
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Joanne Wilson, Director of Corporate Governance/Board Secretary
SWYDDOG ADRODD: REPORTING OFFICER:	Charlotte Wilmshurst, Assistant Director of Risk and Assurance

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of the report is to present the outcome of the Digital, Data and Innovation Committee (DDIC) Self-Assessment 2025/2026 process to the Committee.

Cefndir / Background

In line with Section 10.2.1 of the Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its Committees and Advisory Groups. Section 10.2.2 further requires each Committee to submit an annual report to the Board through the Chair, setting out its activities during the year and including a review of its performance.

The Digital, Data and Innovation Committee (DDIC) has completed its first full year of operation. Given the relative maturity of the Committee, this year's self-assessment has focused on gaining assurance around core governance behaviours, strategic oversight, quality of information, risk management and committee effectiveness, while also identifying areas for ongoing development.

To avoid unnecessary survey burden and to support proportionate assessment, a short digital questionnaire was circulated to members. This was supported by ongoing reflective discussions and qualitative feedback from members throughout the year.

The self-assessment focused on five core areas:

- Oversight and Strategic Leadership
- Data, Information and Assurance
- Digital Risk, Cyber Security and Governance
- Capability, Adoption and Culture
- Continuous Improvement and Committee Effectiveness

Asesiad / Assessment

Members were asked to score their level of agreement with five key statements using a scale of 1–5 (1 = strongly disagree, 5 = strongly agree), with the opportunity to provide supporting qualitative commentary.

A total of 9 responses were received. This equates to a 60% response rate (2 out of 9 responses received from Independent Members, therefore it must be recognised that the majority of feedback has been provided by Officer Members of the Committee.)

Average Ratings

Area and Statement	Average Rating
Oversight and Strategic Leadership	
<i>The Committee provides effective strategic oversight and constructive challenge aligned to organisational and national priorities.</i>	4.3
Data, Information and Assurance	
<i>The Committee receives relevant, high-quality information to support assurance and evidence-based decision-making.</i>	4.1
Digital Risk, Cyber Security and Governance	
<i>The Committee effectively oversees digital, cyber and information governance risks.</i>	4.4
Capability, Adoption and Culture	
<i>The Committee supports capability development, adoption and a positive digital culture.</i>	3.8
Continuous Improvement and Committee Effectiveness	
<i>The Committee reflects on its effectiveness and continues to mature.</i>	4.2

Themes Identified

What has gone well

- Strong and effective chairing, creating an encouraging environment with constructive challenge that supports effective decision-making.
- Clear strategic oversight and growing maturity of the Committee's role within the Board's governance framework.
- High quality papers and information to support understanding, scrutiny and assurance with the Triple A (Alert, Advise, Assure) reporting format ensuring increased focus.
- A positive culture that encourages innovation, learning and forward thinking discussion.
- Effective visibility and oversight of digital risk, cyber security and information governance arrangements.

What we want to strengthen going forward

- Greater focus on outcomes, benefits realisation and real-world impact of digital investment.
- Stronger line of sight between digital initiatives, service transformation and patient, workforce and organisational benefit.
- Increased space for forward looking strategic discussion and assurance oversight, with less routine or operational reporting.
- Continued development of organisational capability, engagement, adoption and digital culture.

- Increased coverage of cybersecurity, through an In Committee session of the meeting if necessary.
- Clearer articulation of alignment to national strategies and priorities.
- Adoption of a more proactive approach, particularly in the development of strategic initiatives.

Suggestions from respondents

- Use more impact focused case studies to demonstrate benefits of digital, data and innovation.
- Increase proactive discussion on emerging risks and future opportunities, including cybersecurity and artificial intelligence.
- Improve visibility of “business as usual” digital activity and its cumulative impact.
- Strengthen clinical and workforce engagement to support adoption and cultural change through greater and broader clinical input at meetings and through workforce representation on the Committee.

Overall Conclusion

The Digital, Data and Innovation Committee is performing strongly, particularly in relation to strategic oversight, governance and risk assurance. Feedback reflects a positive culture, effective leadership and high-quality information to support assurance.

As a relatively new Committee, there is a clear opportunity in the coming year to further strengthen its strategic influence by increasing focus on outcomes and benefits realisation, reducing routine operational reporting, and creating additional space for forward-looking discussion and proactive assurance.

Areas for Improvement and Actions

Area for Improvement	By Whom	By When
Strengthen outcome-focused reporting and benefits realisation, including clearer impact metrics and case studies.	Executive Leads	30/9/2026
Increase forward-looking strategic discussion by reducing routine operational reporting.	Committee Chair / Executive Leads	30/6/2026
Increase line of sight between digital initiatives, service transformation and improved patient care and organisational performance within reporting.	Executive Leads	30/9/2026
Strengthen focus on adoption, capability and culture through enhanced workforce and clinical engagement.	Executive Leads	31/3/2027

Argymhelliad / Recommendation

The Committee is asked to:

- **CONSIDER** the outputs from the Committee Self-Assessment process
- **AGREE** the actions identified to further improve Committee effectiveness

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	The Director of Corporate Governance, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committees performance and operation, including that of any sub-committees established. In doing so, account will be taken of the requirements set out in the NHS Wales Audit Committee Handbook.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	DDIC Terms of Reference DDIC Self-Assessment digital form results
Rhestr Termiau: Glossary of Terms:	Included within the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi	Director of Corporate Governance

Parties / Committees consulted prior to Digital, Data and Innovation Committee:	
---	--

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	No direct impacts
Ansawdd / Gofal Claf: Quality / Patient Care:	No direct impacts
Gweithlu: Workforce:	No direct impacts
Risg: Risk:	No direct impacts
Cyfreithiol: Legal:	No direct impacts
Enw Da: Reputational:	No direct impacts
Gyfrinachedd: Privacy:	No direct impacts
Cydraddoldeb: Equality:	No direct impacts