## DIGITAL, DATA AND INNOVATION COMMITTEE WORK PLAN APRIL 2026 – MARCH 2027

Currently, Digital, Data and Innovation Committee (DDIC) meets quarterly. Based on this, the following table represents a proposal to incorporate the duties as outlined in the Committee's Terms of Reference into a basic work plan April 2026 – March 2027, including standing agenda items (denoted by *).

| AGENDA ITEM/ ISSUE | LEAD | Responsible Officer | PURPOSE | 21 Apr 2026 | 21 Jul 2026 | 4 Sept 2026 | 20 Oct 2026 | 21 Jan 2027 |
|---|---|---|---|---|---|---|---|---|
| **PAPER DEADLINE** | | | | | 30 Jun 2026 | 21 Aug 2026 | 29 Sept 2026 | 29 Dec 2026 |
| **INTRODUCTIONS** | | | | | | | | |
| Welcome and Apologies* | Chair | All | N/A | ✓ | ✓ | | ✓ | ✓ |
| Declarations of Interests* | Chair | CSO | N/A | ✓ | ✓ | | ✓ | ✓ |
| **GOVERNANCE** | | | | | | | | |
| Minutes from previous meeting* | Chair | CSO | **Approval** | ✓ | ✓ | | ✓ | ✓ |
| Matters Arising & Table of Actions (ToAs) * | Chair | All | **Information** | ✓ | ✓ | | ✓ | ✓ |
| Matters Arising (not on agenda) * | Chair | CSO | **N/A** | ✓ | ✓ | | ✓ | ✓ |
| Annual Review of DDIC Terms of Reference (TORs) (12.1) *Update membership per CW email of 14 08 26* | Chair | JW | **Approval** | ✓ | | | | |
| DDIC Annual Report 2025/26 on Committee's activity for onward submission to the Board (10.4.1) | Chair | CSO | **Approval** | ✓ | | | | |
| Self-Assessment of Committee Effectiveness: Outcome Report (10.5) | Chair | JW | **Assurance** | ✓ | | | | |
| Self-Assessment of Committee Effectiveness: 6 month Report | Chair | JW | **Assurance** | | | | ✓ | |
| Assurance and Risk Report: combined report including:<br>• Corporate Risks Assigned to DDIC (3.1.20)<br>• Operational Risks Assigned to DDIC (3.1.20)<br>• Internal and External Audit Reports (3.1.8)<br>• Monitoring of Ministerial Directions<br>Monitoring of Welsh Health Circulars (WHCs) | HT | RW | **Assurance** | ✓ | ✓ | | ✓ | ✓ |
| **DIGITAL** | | | | | | | | |
| Planning Goal 5: People First, Digital Always (3.1.18):<br>• To bring the benefits of digitisation and technological advances into healthcare<br>• Create digital pathways between hospital, community and home<br>• Support our staff with digital tools to deliver safe, effective, quality care<br>• Closure report<br>• General update report to include:<br>• Digital Strategic Plan (2.1.1 & 3.1.1)<br>• Digital Operational Plan | HT | DW | **Assurance** | ✓ | ✓ | | ✓ | ✓ |
| Digital Partner Update | HT | AT | **Assurance** | ✓ | ✓ | | ✓ | ✓ |
| Summary of Progress Against Board Approved Business Cases | HT | AT | **Assurance** | | | | | |
| Digital Inclusion | HT | AT | **Assurance** | | ✓ | | | |
| Review of Organisational AI Readiness | HT | AT | **Information** | | ✓ | | | ✓ |

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| In Year Delivery of Programmes | HT | AT | **Assurance** | | | | ✓ | |
| Quarterly Digital Innovation & Transformation Benefits Realisation Report 2025/26 | HT | AT | **Assurance** | | | | ✓ | ✓ |
| RISP – Radiology Informatics System Programme: Lessons Learnt | HT | AT | **Assurance** | | | | ✓ | |
| Patient Services Centre Business Case | HT | AT | **Recommend,** for Board approval | | ✓ | | ✓ | |
| Proposal of Ambient AI within the Health Board<br>• Proposal on the use of AI Scribes | HT | DW | **Information** | | **D** | | | ✓<br>✓ |
| EDRS Re-procurement (Document Management System) | HT | AT | **Assurance** | | ✓ | | | ✓<br>Prior to Jan '27 Board |
| Managed Partnership Opportunity With CGI | HT | AT | **Support** | | | **D** | **D** | ✓ |
| Annual Digital Maturity Report (for Board) *awaiting conf'n of Board date* | HT | AT | | | | | | ✓<br>Prior to Jan '27 Board |
| **In-Committee** Social Engineering | HT | AT | | | | | ✓<br>(Cyber) | |
| **In-Committee** EDRS Re-procurement (Document Management System)- Financials | HT | AT | **Assurance** | | ✓ | | | |
| **In-Committee** Key performance indicators | HT | AT | **Assurance** | | | | ✓ | |
| **In-Committee** Cyber Security Updates incl CAF compliance (3.1.8 & 10) | HT | AT | **Assurance** | ✓ | ✓ | | ✓ | ✓ |
| **In-Committee** Laboratory Information Management System (LIMS)<br>*Including contract extension and alternative-system options | HT | AT | **Information** | ✓ | | | | ✓<br>*Main Committee |
| **In-Committee** CGI Professional Services | HT | AT | **Assurance** | | | | ✓ | |
| **DATA** | | | | | | | | |
| IGSC Workplan (3.1.24) | AT | AT | **Information** | ✓ | | | | |
| Annual Review IGSC TORs (10.3) | AT | AT | **Approval** | ✓ | | | | |
| Information Governance Sub-Committee (IGSC) 3A's update (10.3) | AT | AT | **Information** | ✓ | ✓ | | ✓ | ✓ |
| IGSC Annual Report (10.4.1) | AT | AT | **Approval** | ✓ | | | | |
| Data Quality Report (3.1.9) | AT | | **Assurance** | | ✓ | | | |
| Information Governance Assurance Report (2.1.3, 3.1.6,7 & 8) | HT | AT | **Assurance** | | | | | |
| Data Protection Impact Assessment Assurance Report (3.1.11) | HT | AT | **Assurance** | | ✓ | | | ✓ |
| Microsoft Enterprise Agreement Renewal | HT | AT | **Approval** | ✓ | | | | |
| AI Framework | HT | AT | **Information** | | ✓ | | | |

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| Digitalisation of Health Records | HT | AT | **Assurance** | | | | ✓ | |
| Extracting Insight From Data<br>*To include practical examples demonstrating how improved use of data and insight has influenced clinical practice, operational performance or outcomes.* | HT | AT | **Endorsement** | | ✓ | | | |
| Information Transfer and Sharing Between Health Boards<br>(*ARAC Action – 13 08 2026)* | | | | | | | ✓ | |
| **In-Committee** Data Protection Impacts and Subject Access Requests | HT | AT | **Assurance** | | | | ✓ | |
| **RESEARCH AND INNOVATION** | | | | | | | | |
| Research & Innovation Annual Report (3.1.15) | ~~LP~~ CH | ML/SH | **Assurance** | ✓ | | | | |
| Research and Development Framework Annual Update | MH | ML/SH | **Assurance** | ✓ | | | | |
| Research and Innovation Sub-Committee (RISC) TORs Annual Review (10.3) | ~~LP~~ CH | ML | **Assurance** | ✓ | | | | |
| RISC Workplan (3.1.24) | ~~LP~~ CH | ML | **Assurance** | ✓ | | | | |
| RISC 3A's update (10.3) | ~~LP~~ CH | ML/SH | **Assurance** | ✓ | ✓ | | ✓ | ✓ |
| Research & Development Implementation of the NHS Framework and Strategic Plan (10.4.1) | ~~LP~~ CH | ML | **Assurance** | | | | ✓ Mid year update | |
| Research Project Presentation | ~~LP~~ CH | SH | **Information** | ✓ | | | | |
| University Partnership Arrangements Update (3.1.16) | ~~LP~~ CH | ML/SH | **Assurance** | | ✓ | | | ✓ |
| TriTech Business Plan | ~~LP~~ CH | ML | **Assurance** | | ✓ | | | |
| Centre for Social Innovation | ~~LP~~ CH | | **Assurance** | | | | ✓ | |
| **IMPACT AND OUTCOMES** | | | | | | | | |
| Update on Impact of Flow System | HT | AT | **Assurance** | ✓ | | | | |
| Analytical and Modelling Work including Presentation | HT | AT | **Assurance** | ✓ | | | | |
| Quarterly Digital Innovation & Transformation Benefits Realisation Report<br>*(Reduce Reporting frequency for 2027/28)* | HT | AT/CW | **Assurance** | | | | ✓ | ✓ |
| **FOR ASSURANCE** | | | | | | | | |
| National and Regional Landscape (verbal) | HT | HT | **Assurance** | | | | ✓ | |
| **FOR APPROVAL** | | | | | | | | |
| Policies (as required) (3.1.24) | HT | HT | **Approval** | ✓ | ✓ | | ✓ | ✓ |
| R&D Finance Policy | HT | | | | ✓ | | | |
| Business Cases (as and when required for scrutiny before onward ratification at Board) (3.1.5)<br>• EDRMS Re-procurement (Document Management System) (21.07.26)<br>• Workforce Asset Scheduling-2027/28 OBC (20.10.26) | HT | AT | **Recommend,** for Board approval | ✓ | ✓ | | ✓ | ✓ |
| **FOR INFORMATION** | | | | | | | | |
| 2026-27 Workplan | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| NHS digital: delivery not matching ambition | | | | | | | ✓ | |

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| **MEETING GOVERNANCE** | | | | | | | | |
| Agenda setting meeting with Chair & Exec Lead (at least 6 weeks before the meeting) | CSO | N/A | N/A | ✓ | ✓ | | ✓ | ✓ |
| Draft agenda to go to Executive Team | CSO | N/A | N/A | ✓ | ✓ | | ✓ | ✓ |
| Call for papers (at least 6 weeks before the meeting to receive papers at least 14 days before the meeting | CSO | N/A | N/A | ✓ | ✓ | | ✓ | ✓ |
| Disseminate agenda/papers 7 days prior to meeting | CSO | N/A | N/A | ✓ | ✓ | | ✓ | ✓ |
| Add actions to the Action Tracker within two days of the meeting and send notification to action owners | CSO | N/A | N/A | ✓ | ✓ | | ✓ | ✓ |
| Circulated minutes to Lead Director within 7 days of the meeting | CSO | N/A | N/A | ✓ | ✓ | | ✓ | ✓ |
| Issue minutes and TOA to Members (including the Committee Chair) following Lead Director review | CSO | N/A | N/A | ✓ | ✓ | | ✓ | ✓ |
| Produce 3A's Report for Board | CSO | N/A | N/A | ✓ | ✓ | | ✓ | ✓ |

**Chair:** Maynard Davies **Vice Chair:** Chantal Patel **Lead Executive:** Huw Thomas

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **HT** | Huw Thomas | **JW** | Joanne Wilson | **MH** | Mark Henwood | **AT** | Anthony Tracey |
| **RW** | Rachel Williams | **DW** | Daniel Warm | **SA** | Shaun Ayres | **LP** | Leighton Phillips |
| **CH** | Chris Hopkins | **SH** | Sally Hore | **CSO** | Committee Services Officer | **ML** | Mathew Lawrence |
| **V** | Verbal | **D** | Deferred | | | | |

| SO | Planning Goals | What we want to achieve (tangible outcomes – how do these align /fit with our current principal risks? | How we expect to deliver this (actions) | Committee Alignment |
|---|---|---|---|---|
| Thriving Teams | Goal 1 – Healthy, thriving teams<br><br>*Lead – Lisa* | • Sustainable workforce in hospitals and communities<br>• Shape organisational culture<br>• To celebrate success and promote innovation | • Creating a positive workforce culture<br>• Delivery of workforce stabilisation programme, in particular applying the approach to medical staff<br>• Implementing the Research and Innovation Strategic Plan (2025 – 2030) | PODCC |
| | Goal 2 – Customer Service Excellence<br><br>*Lead – Sharon* | • To promote a culture of speaking up safely<br>• Promote equality, diversity and inclusion<br>• Provide excellent bilingual services | • Compassionate experiences<br>• Customer service excellence<br>• Community connectedness | QSEC |
| Healthier Communities | Goal 3 - '20Four7' population health<br><br>Lead – Ardiana | • To reflect population health priorities that build in equality of opportunity and human rights, together with plans to reduce health inequalities | • Strengthen prevention services<br>• Advance population health programmes<br>• Monitor performance | SPC |
| | Goal 4 - Community by design | • To ensure that Hywel Dda has a clear vision and strategic direction that secures the long-term | • Develop and deliver a primary care and community services strategic plan | SPC |

| | | | | |
|---|---|---|---|---|
| | *Lead – Andrew* | sustainability of the organisation, both at local community and wider system levels | | |
| Great Care | Goal 5 – People First, Digital Always<br><br>*Lead – Huw* | • To bring the benefits of digitisation and technological advances into healthcare<br>• Create digital pathways between hospital, community and home<br>• Support our staff with digital tools to deliver safe, effective, quality care | • Delivery of Digital Strategic Plan<br>• Progress digital, technology and AI adoption | DDIC |
| | Goal 6 – Safe, timely, high quality care<br><br>*Lead – Andrew* | • Ensure patient safety is a priority<br>• Safe and sustainable planned care and community services<br>• Promote high ethical standards<br>• To act as a catalyst for change, providing independent and objective perspectives. This includes having the courage to speak up about any concerns<br>• Improved experiences and outcomes for those using our urgent and emergency care services<br>• Implementation of national Mental Health and Women's Health strategies in Hywel Dda that meet local needs | • Improve patient pathways, embed safety dashboard & remove clinical variation<br>• Promote a way of working that is open, transparent and accountable<br>• Deliver the programme commitments made as part of the Clinical Services Plan and Community by Design strategic delivery plan<br>• Improve efficiency and productivity and reduce waste, harm and variation<br>• Develop and deliver an Urgent and Emergency Care strategic delivery plan to improve standards, in line with the existing strategy, ahead of the new hospital network<br>• Develop and deliver a flexible, open access mental health model in Hywel Dda<br>• Develop and deliver the Women's Health Plan for Wales in Hywel Dda<br>• Implement Hywel Dda's learning disability transformation programme | FPC |
| Positive Futures | Goal 7 - Future Orientated<br><br>*Lead – Ardiana* | • Connected and resilient communities<br>• Establish how we will strengthen how we listen and incorporate the voice of our future generations | • Embed the Principles of Social Model for Health & Wellbeing<br>• Delivering our Decarbonisation Delivery Plan<br>• Encourage collaboration with others | SPC |
| | Goal 8 - Fit for purpose, modern facilities and services<br><br>*Lead – Lee* | • Determine and implement sustainable models for services within the Clinical Services Plan programme<br>• Deliver our Programme Business Case to develop fit for purpose and modern community and hospital facilities | • Provide an addendum to our Programme Business Case to allow us to proceed with the development of community and hospital schemes<br>• Develop the Clinical Services Plan to make changes to services, and consider other services that may need support, to allow us to provide safe and sustainable services for the future | SPC |