

Name of Sub-Group:	Agile Digital Business Group (ADBG)
Chair of Sub-Group:	Huw Thomas, Director of Finance
Reporting Period:	Meeting Held 17th December 2020

Key Decisions and Matters Considered by the Group:

Purpose of the Group/ Ways of Working

As this was the first meeting of the Group, the Chair provided an outline of the purpose and proposed ways of working for the Group. It was agreed that the Health Board (HB) needs to have a more agile way of implementing and learning from Digital Projects, based upon the philosophy of moving at pace, with agility, and pausing to review if a project is not delivering the benefits anticipated. It was decided that the HB needs to take the opportunities that arise nationally, and properly plan and provide resources to deliver these, to ensure that they are adopted and embedded within the organisation. However, in the absence of national requirements, the HB should ensure that projects are developed and delivered locally with pace. All members of the Group recognised that digital capability has transformed significantly in recent months and has been responsive to current demands, and it was agreed that there is a need to ensure that this pace is maintained. The Group also supported the view that its purpose is to ratify decisions at pace, and to demonstrate the HB's ambition in driving the organisation's digital capability forward.

Agile Business Case Template

As part of the agile way of working, the Group considered the use of a new business case template for digital projects. All members of the Group supported the decision that the '5 Case' model and its processes have not always fitted with the way that digital projects need to be developed, as it is slow and not agile. The Group felt that the HB needs to be able to reach agreement and deliver at pace in order to be able to see these projects through to fruition. Notwithstanding this approach, it was agreed that, if required, a full business case approach will also be adopted; however the Group felt that a shorter document of no longer than 10 pages would better fit the purpose, and that a pre-screening by the Assistant Director of Digital Services, together with a recommendation, would assist the decision-making process.

Business Case Pipeline

As part of the proposed work programme the Assistant Director of Digital Services provided a document which reflected the current digital business case pipeline, both at a local and national level. The Group considered that this was an important document and agreed that it should be maintained and subsequently used as a register for the Group to review current digital business cases. It was also agreed that a document library should be developed in order that national and local business cases would be readily available for review.

The Group felt that the addition of timescales to the document would be helpful in enabling members to identify the point that has been reached in the national and local deployment of digital projects. The Group recognised there is a significant list of projects, and a need to identify the staffing resources and finances required in order to be able to deliver all the projects, which need to align with benefits tracking processes under development within Finance Directorate.

It was noted by the Group that the projects listed were all at development stage, and that there is a need for the Group to recognise 'business as usual' projects. It was therefore agreed that there should be two sections to the ADBG agenda, which will reflect new developments and those that are deemed to be 'business as usual', both of which, while having different resource implications, will need to be discussed to ensure delivery at the pace required.

Terms of Reference

As the Terms of Reference had already been agreed by the Finance Committee at its meeting held on 22nd October 2020, ADBG members were content to approve these with some minor changes, to include membership representation from Therapies.

Matters Requiring Finance Committee Level Consideration or Approval:

- No matters to be considered or approved.

Risks / Matters of Concern:

- No matters of concerns or risk were raised.

Planned Group Business for the Next Reporting Period:

Future Reporting:

- Digital Operation Plan
- Reflection on Digital Champions Network and launch
- Proposed Business Cases for Consideration

Date of Next Meeting:

11.30am – 1.00pm, 5th March 2021