

Management response form



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Audited body	Public Health Wales
Audit name	Digital Transformation
Issue date	July 2026

Ref	Recommendation	Commentary on planned actions	Completion date for planned actions	Responsible officer (title)
R1	The Trust should strengthen its Digital and Data Strategy and route map by setting clear milestones; identifying resource needs; assigning accountable officers for each priority. (Paragraphs 11 to 13)	Since the review was undertaken, significant progress has been made to strengthen strategic delivery arrangements through the appointment of dedicated Portfolio Leads, the development of a portfolio-level delivery plan aligned to the Digital and Data Strategy, and the implementation of enhanced programme governance and reporting arrangements. Programme milestones, resources, risks and	Mar-27	RDD Portfolio Lead

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		dependencies are now monitored through monthly reporting mechanisms. We will continue to develop these and the reporting to change board and KRIC to fully embed a stronger set of reports. The Executive Director for Research, Data and Digital will be the Accountable Officer for all the strategic priorities in the Digital and Data and Strategy		
R2	The Trust should improve Board and committee reporting so updates clearly show how programme progress supports the aims of the	Reporting arrangements have been strengthened through the introduction of revised programme and portfolio reporting templates which clearly align programme delivery to the strategic objectives of the Digital and Data Strategy.	Mar-27	RDD Portfolio Lead

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	Digital and Data Strategy. (Paragraph 17)	Reporting now provides visibility of milestone achievement, planned activity, risks, issues and future deliverables. These arrangements were implemented during 2025 and will continue to be reviewed to ensure Board and committee members receive clear assurance on strategic progress and benefits realisation.		
R3	The Trust should take a more structured approach to understanding and developing its digital workforce capability by:			

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R3.1	developing a consistent approach to understanding the digital skills it needs to deliver its digital ambitions and assessing these through major digital and data programmes. (Paragraph 32)	Public Health Wales recognises the importance of understanding workforce digital capability and maintaining an appropriate baseline of digital skills. Whilst the HEIW Digital Capability Framework provides a useful high-level assessment of digital confidence, it is not sufficiently tailored to the specialist skills required to deliver major digital and data transformation programmes. Public Health Wales will therefore adopt a programme-based approach, undertaking capability assessments at the outset of major programmes and periodically throughout delivery. This will enable the organisation to establish workforce baselines, identify capability gaps and monitor improvements against programme requirements. In addition, consideration will be given to developing a proportionate local assessment approach to support workforce planning across digital and data services.	Embedded into all current and new programmes by Dec 2026	RDD Portfolio lead

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R3.2	introducing a training programme that offers targeted, role-specific learning, including data skills, digital skills, and change capability. (Paragraph 33)	Public Health Wales has already embedded skills and capability assessments within several major programmes, including the development of the Cloud Capability Plan, which identifies specific capability gaps and informs targeted development activities. Building on this approach, Public Health Wales will further strengthen role-specific learning and development arrangements by aligning training plans to identified capability needs, ensuring staff have access to appropriate digital, data, leadership and change management skills development to support delivery of strategic digital programmes and services.	Jul-27	Head of Digital Experience / Head of Data Science

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R4	The Trust should enhance its approach to digital inclusion by:			
R4.1	creating a digital inclusion plan that better sets out its priorities, actions, measures, and how digital exclusion risks will be managed across all service areas. (Paragraph 37)	Public Health Wales clearly set out its approach to digital inclusion in a single document published on its website.	Mar 27	Head of digital Services and Experience
R4.2	improving reporting so progress on digital inclusion and engagement is clear, with regular updates on	Agree – Public Health Wales will improve it's reporting of delivery in our routine updates and iterate this. Once we have fully articulated our approach to inclusion, we will revise the reporting to reflect this.	Jul-27	RDD Portfolio Lead, Head

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	actions, outcomes, and impact. (Paragraph 38)			of Digital Experience
R5	The Trust should strengthen its medium-term planning for digital investment by clearly linking funding decisions to priorities in the Digital and Data Strategy. (Paragraph 39)	As part of our IMTP process, the Trust creates a forward plan of digital programmes that will require investment over the next 3 years. The Trust will include this more explicitly within its IMTP as a separate section. Whilst annual funding arrangements set by Welsh Government present challenges for longer-term financial planning, Public Health Wales will continue to strengthen the alignment between strategic priorities, infrastructure roadmaps, business cases and investment decisions to support sustainable digital transformation.	Mar 27	Executive Director for Research, Data and Digital

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R6	The Trust should improve reporting on national digital programmes by:			
R6.1	providing clearer timelines, key dependencies, and the impact of delays on the Trust's wider digital transformation. (Paragraph 46)	Public Health Wales recognises the importance of providing clear visibility of programme timelines, dependencies and the impact that delivery risks may have on wider organisational transformation objectives. Significant improvements have been made since the review through the introduction of programme and portfolio planning arrangements that formally identify and monitor milestones, dependencies, risks and issues across digital and data programmes. Monthly highlight reporting to Programme Boards provides transparency on delivery progress, key dependencies and emerging risks, with strategic issues	Jul-27	RDD Portfolio Lead

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		escalated through established governance routes to ensure wider organisational impacts are understood and managed. Going forward, Public Health Wales will continue to strengthen portfolio-level reporting by providing greater visibility of interdependencies between programmes and the potential impact of delays on strategic outcomes, enabling informed decision-making and proactive risk management.		
R6.2	giving clearer insight into how well partnership arrangements are working and where joint working may be slowing progress. (Paragraph 46)	Public Health Wales acknowledges that effective partnership working is critical to the successful delivery of digital transformation. Existing programme governance arrangements include stakeholder mapping, communication and engagement plans, defined governance structures and risk management processes that identify and manage delivery risks associated with partner organisations.	Jul-27	RDD Portfolio Lead, Head of Digital Experience

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		Whilst these arrangements are established within programmes, Public Health Wales recognises that there is an opportunity to provide greater organisational visibility of partnership effectiveness, particularly where dependencies on external organisations may influence programme delivery. Reporting arrangements will therefore be enhanced to provide clearer commentary on the effectiveness of partnership working, progress against shared objectives, management of cross-organisational dependencies and any impacts arising from delays or constraints within partner organisations. This will support improved transparency, accountability and decision-making across the digital transformation portfolio.		

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R7	The Trust should adopt a consistent, organisation-wide approach to evaluating digital solutions. This should include user feedback, post-implementation reviews, and clear measures of success. (Paragraph 47)	Evaluation activities are undertaken across digital and data programmes through requirements tracking, programme closure reporting and lessons learnt exercises. To strengthen organisational consistency, Public Health Wales will develop a more standardised framework for post-implementation review and benefits evaluation, ensuring that user feedback, achievement of expected outcomes, lessons learned and measures of success are systematically captured and reported across all digital programmes and services	Mar-27	RDD Portfolio Lead