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NHS Wales Shared Services Partnership Digital Strategy

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0.1	12-Oct-22	First draft
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1.0	28-Oct-22	Draft for NWSSP SLG
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Reviewers and Approvals

Name	Position	Signature on approval	Date	Version
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Introduction

NHS Wales Shared Services Partnership (NWSSP) delivers a wide range of high quality, professional, technical, and administrative services to NHS Wales working with wider public services, including the Welsh Government.

This document defines and communicates the organisation's unified strategy and direction on the provision of digital services. It identifies the high-level approach and methodology the organisation will take as well as the outcomes we seek to achieve.

The strategy is designed to recognise that the principal role of digital services is to enable the delivery of the organisation's business strategy and that the digital strategy must underpin that strategy. Our digital planning must align to the priorities of our Integrated Medium-Term Plan and seek synergies between the elements of that plan that require digital solutions, identifying opportunities for cohesive, streamlined delivery. The focus of the strategy is "digital as an enabler" and it sets out the key objectives as a set of digital goals and aims to be delivered via a Target Operating Model.

The document is divided into three key sections. The **Strategic Context** sets out the strategic goals, aims and outcomes and describes how they align to the NWSSP strategic objectives and the mission statements of the Digital Strategy for Wales¹. The **Target Operating Model** section sets out how functions will be organized to deliver the strategic goals and aims. The **Resourcing** section shows how the responsibility for delivery of each component of the Target Operating Model will be divided between our teams and those of our partners and suppliers.

¹ [Digital strategy for Wales \[HTML\] | GOV.WALES](#)



Executive Summary

The strategy has three key themes: -

Strategic Alignment	Streamlining Solution Portfolio	New Operating Model
<ul style="list-style-type: none">• NWSSP Strategic Objectives• Digital Strategy for Wales• Key strategies	<ul style="list-style-type: none">• Enhance → Buy → Build• Enterprise level solutions• Process alignment	<ul style="list-style-type: none">• Business Relationship Management• Partners and Suppliers• “Positioning” appropriately

At its' heart, the strategy focusses on “digital as an enabler”, putting an emphasis on business strategy and business change as the drivers for digital solutions. It outlines 5 key digital goals that are designed to underpin the NWSSP corporate objectives and values and align to the Digital Strategy for Wales. They also reflect the core principles of other strategic initiatives such as the All-Wales Infrastructure Programme.



It aims to deliver optimised digital investment by streamlining our solution portfolio through aligning solution delivery processes to service demand and service design. This will ensure that we implement customer-centric solutions to deliver value and improve user experience.

To deliver the streamlined solution portfolio, a new operating model will be introduced that moves the focus of NWSSP digital teams away from operational delivery. We will place more reliance on partners and suppliers in this area allowing the development of a business partner model which will enable NWSSP to position itself appropriately alongside other national service providers.

We will move to the proposed new Target Operating Model by delivering projects within a programme of work that fit broadly into three categories: -

Stabilisation – activities to designed to address gaps or risks in the existing model.

Optimisation – activities designed to realise the Target Operating Model and design process to deliver a continuous cycle of service improvement.

Sustainability – activities designed to ensure that we have a clearly defined model to support continuous improvement cycles and provide a targeted set of digital solutions that are robust and secure.

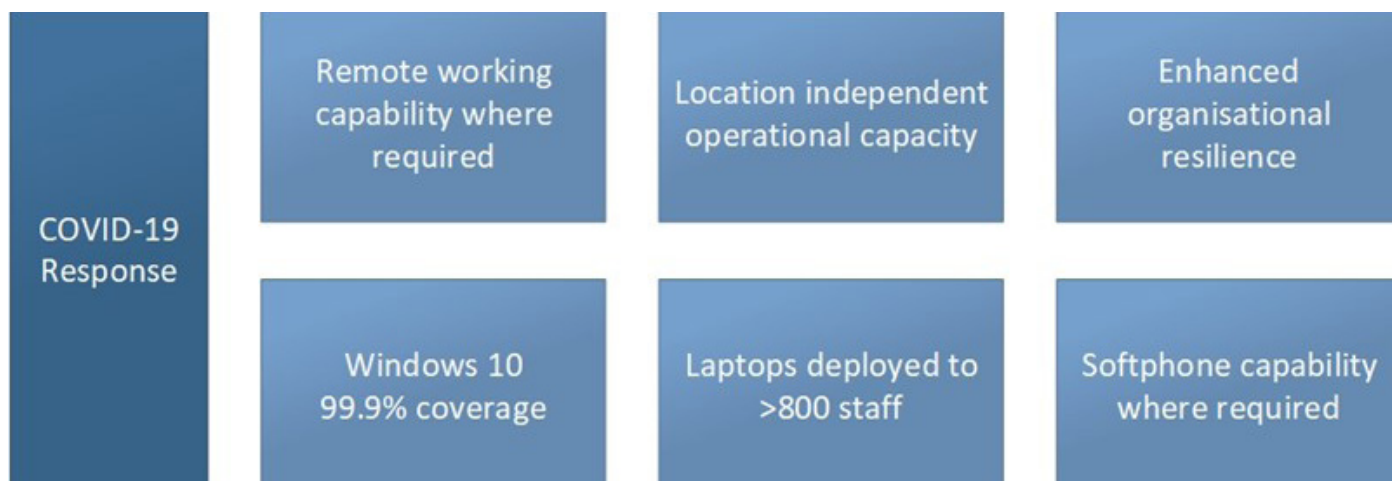


Background

From the formation of the NHS Wales Shared Services Partnership in 2011, we have embarked on a digital modernisation journey to:

- ▶ Enable a digital workplace;
- ▶ Adopt new technologies;
- ▶ Adopt new ways of working;
- ▶ Drive innovation.

The journey has underpinned our service modernisation programme and estates strategy. Our COVID-19 response in 2020, jump started our digital estate modernisation



As part of an All-Wales enterprise agreement, we invested circa £1M in Microsoft Office 365.



We have undertaken significant work in the field of cyber security to ensure that we are vigilant to cyber threats and continue to review and enhance our infrastructure. We have worked with Internal Audit and Audit Wales with recommendations made to enhance our Cyber Resilience Plan and rolled out a mandatory Cyber Awareness training package for all staff.

We have also invested heavily in the

robotic process automation, developing principles for using suitable tools that can replicate and automate repeatable human tasks freeing our people to undertake more value-added work.

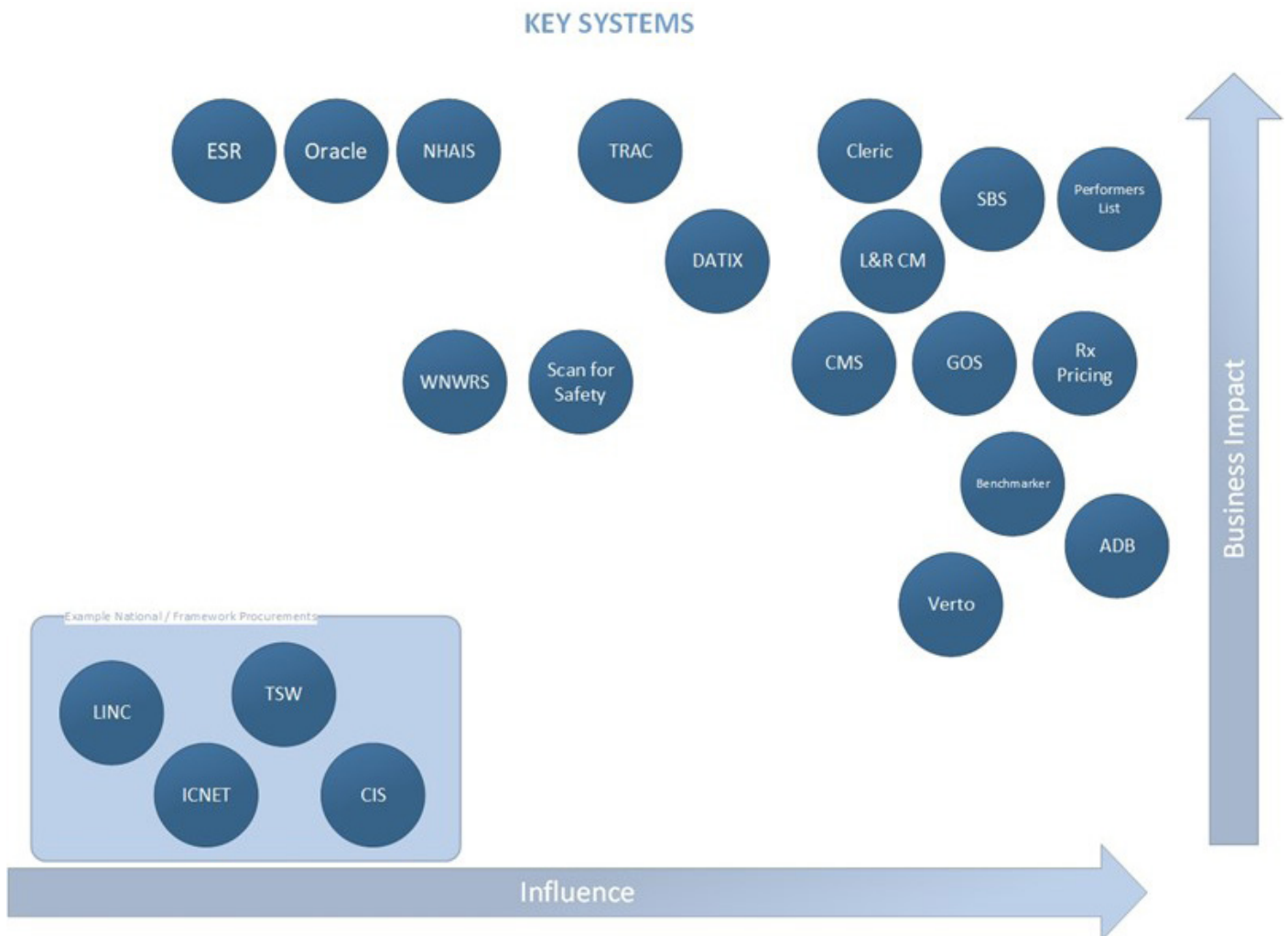
The next stage in our journey is to become more focussed on delivering solutions at an enterprise level that ensure we promote consistency, simplicity and leverage economies of scale to deliver our desired outcomes.

Scope

The scope of this strategy will include the delivery, hosting, service management and assurance of digital solutions that are: -

- ▶ Owned and operated by NWSSP;
- ▶ "National" solutions operated on behalf of other NHS Wales organisations;
- ▶ Procured under framework agreements for operation by other NHS Wales organisations (where the responsibility of NWSSP in the digital arena is mostly limited to assurance).

It is important to recognise that our sphere of influence or control over the direction of solutions that are considered national or where we are the procuring authority only, may be significantly different to those where we operate and / or own the solution. The strategy promotes a common approach to delivery but reflects the varying responsibilities for NWSSP.



NOTE: This is not intended to provide an exhaustive list of systems. The systems in scope will change over time.

Strategic context

Strategic Digital Goals

The digital goals set out below describe the key building blocks required to ensure that this strategy underpins the NWSSP strategic objectives, aligns with NHS Wales digital strategies and programmes and with the six mission statements in the Digital Strategy Wales.



Streamline customer experience. Enable customer facing teams to close majority of enquires at first contact. Majority of interactions via self-service portals.

Become more data driven, providing meaningful service metrics to stakeholders. Maximise use of data to drive performance and quality, benchmark and quantify benefits to drive process improvement.



Become more data driven, providing meaningful service metrics to stakeholders. Maximise use of data to drive performance and quality, benchmark and quantify benefits to drive process improvement.

Ensure that services are delivered securely with appropriate controls, are protected from cyber threats, and monitored appropriately.



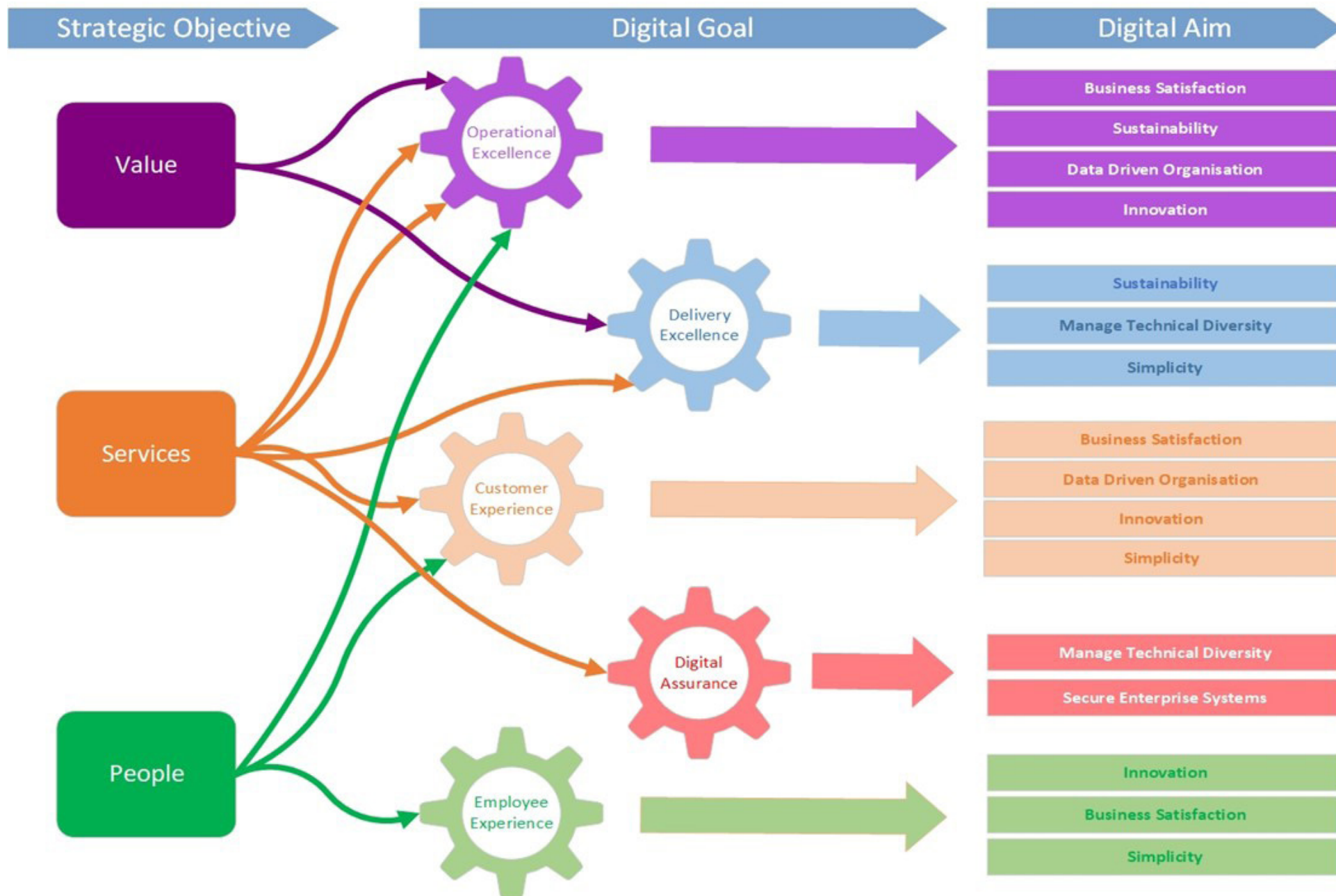
Provide tangible benefits to employees including the right tools to enable them to focus on their main tasks and training them to use those tools effectively.

The following strategic aims underpin the strategic goals.

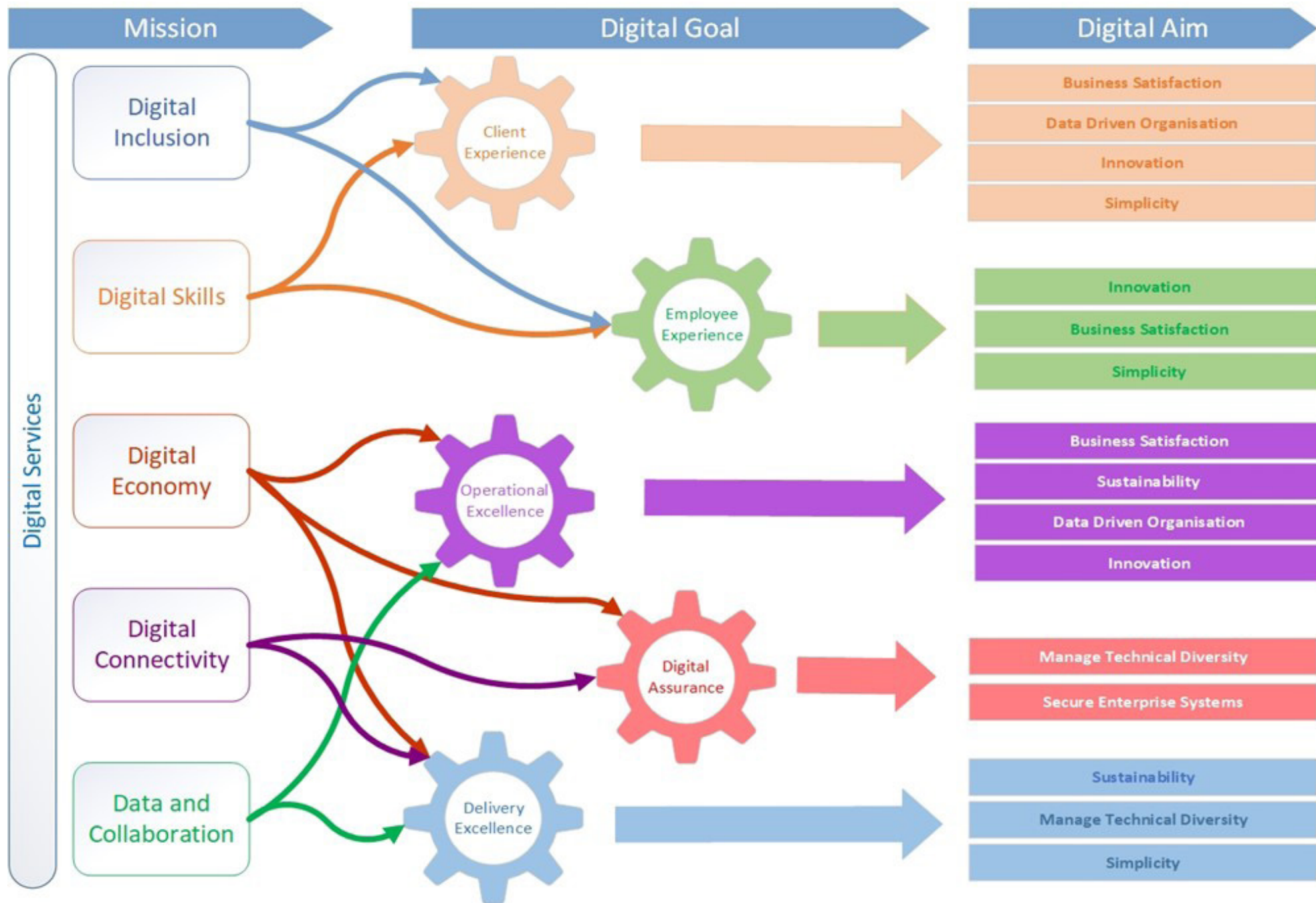
Aim	Aim Statement	Outcome Measures
1. Business Satisfaction	Ensure digital solutions are sourced to deliver the best-possible outcomes for our business and our stakeholders.	Improved employee satisfaction Improved customer / stakeholder satisfaction
2. Sustainability	Ensure NWSSP makes technology decisions and delivers solutions, being mindful of long-term value, the decarbonisation agenda and the impact on the foundational economy.	Evidence of benefits realisation Digital procurement aligned to national foundational economy principles Reduced carbon footprint Reduced energy consumption
3. Data-driven Organisation	Ensure solutions enable data creation and modification for enterprise-wide use in support of stakeholder requirements and in compliance with data governance policies.	Trusted contributor to national data sets and linkage projects Metrics driven benefits realisation Metrics driven KPI and outcome based reporting Improved demand and capacity management in transactional processes Accreditation and Benchmarking results
4. Innovation	Seek innovative ways to drive business advantage and service improvement through technology.	Evidence of increased automation in transactional processes Reduction in paper and manual processes Number of new service offerings
5. Manage technical diversity	Ensure that the variety of technology platforms is minimized and manageable.	Reduced service management costs Reduced carbon footprint Reduced energy consumption
6. Secure enterprise systems	Ensure that solutions are secured to protect the confidentiality, integrity, and availability of customer and corporate data.	Compliance with security frameworks Accreditation Reduction in incidents
7. Simplicity	Ensure that NWSSP selects solutions that aim to reduce operational complexity and improve user experience.	Improved employee satisfaction Improved customer / stakeholder satisfaction

Strategic Alignment

Each of the digital goals is designed to underpin one or more of the organisation's strategic objectives. In turn the digital aims underpin one or more of the goals and describe the deliverables of the Target Operating Model.



The digital goals are also designed to align to the 6 missions in the Digital Strategy for Wales. All 5 digital goals underpin Mission 1 – Digital Services. The map below shows how they align to the remaining 5 mission statements.

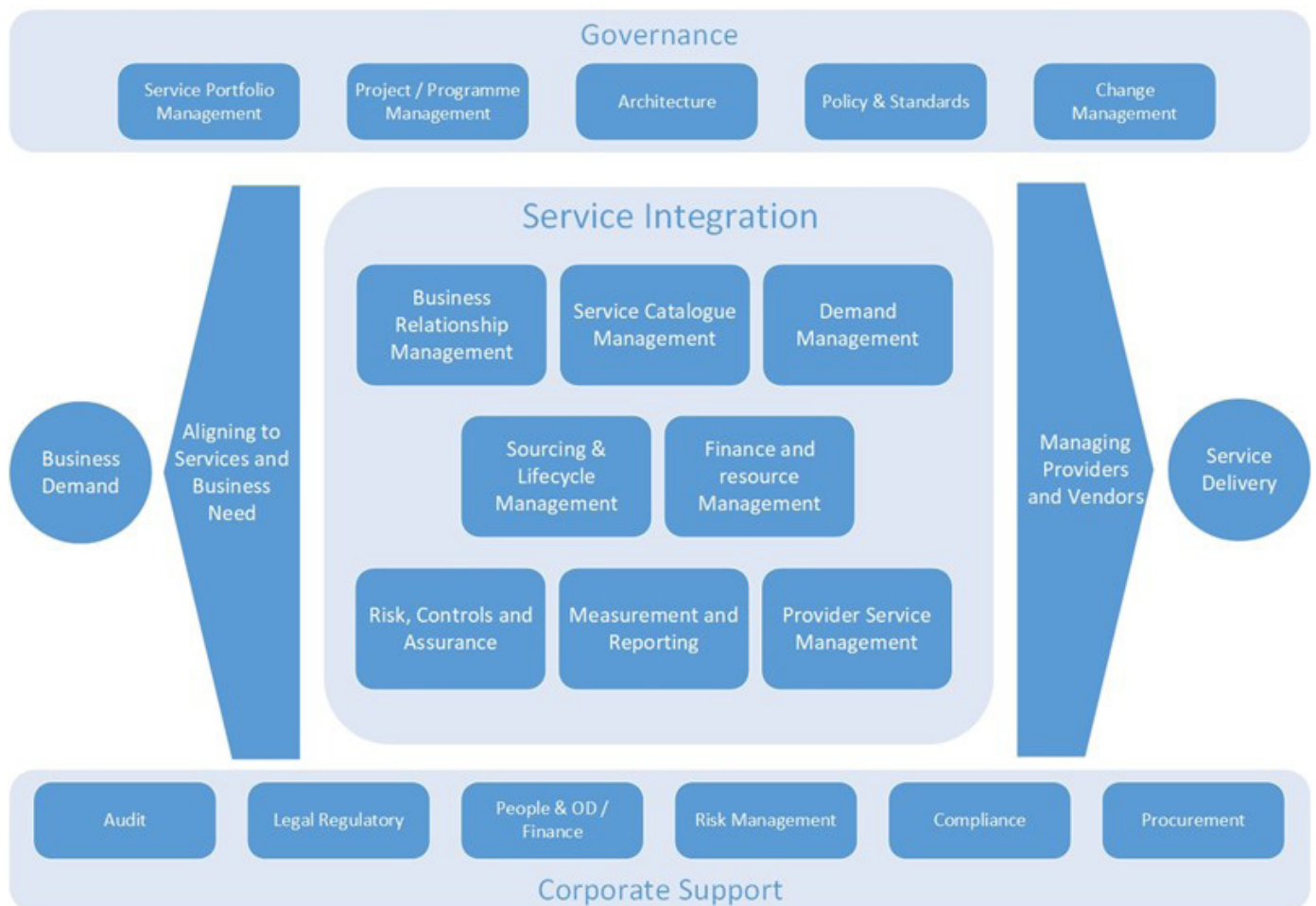


Target Operating Model

Achievement of the strategic aims requires a set of delivery functions that sit within an overarching Target Operating Model. The model is designed to align to the All-Wales Infrastructure Programme work on a National Target Operating Model.

This work recognises that that an identical single model is not feasible for all organisations but aims to describe the overarching components that will figure in each organisation's model.

The model below contains the components that are relevant to the NWSSP delivery model and describes the relationship between the core digital delivery functions (described in "Service Integration") and the planning, control and support functions (described in "Governance" and "Corporate Support")



The sections overleaf describe the scope of the functions shown in the model above and how they will be organised to deliver the strategic goals and aims. The section focusses on the Governance and Service Integration functions because these are delivered in whole or in the majority by the digital service teams. Where there is a significant contribution to delivery in the Corporate functions, these will also be described.



Project and Programme Management

The digital project management function will align to the NWSSP Project Management Office (PMO) Portfolio Management Strategy.

Architecture

We will adopt the key principles of Enterprise Architecture to ensure that the business architecture is the driver behind technology, data, security, and integration architecture decisions.

We will also ensure that we align to key architecture principles defined by the All-Wales Infrastructure Programme as a consequence of the NHS Wales Digital Architecture Review. The core principles that are applicable to our digital services are:

Access - Our solutions will support long term flexible working practices for staff to work seamlessly from remote locations. Access to systems should be achievable from any suitable device, within defined standards, allowing access from both managed and unmanaged devices.

Cloud First - We will adopt cloud computing services using a cloud-first approach for both new and existing workloads.

The function will provide technical project management support including the partner and supplier management aspect of the project providing support to the project manager and single point of focus to marshal the technical resources required by the project.

The key considerations in implementing this element of the strategy are:

- ▶ Cloud first – we should consider and fully evaluate potential cloud solutions first before considering any other option;
- ▶ Multi Cloud – for Software as a Service (SaaS) solutions we will select the provider based on analysis of capabilities in the marketplace. We will source Platform as a Service (PaaS) and Infrastructure as a Service (IaaS) solutions through our Service Level Arrangements (SLA) with Digital Health & Care Wales;
- ▶ Interoperability and Portability - Wherever possible, we will ensure that data and applications are interoperable and portable across cloud offerings;
- ▶ Security – security of data and systems will be a guiding principle and all solutions will integrate with appropriate security incident and event monitoring tools.

² Zachman Framework Enterprise Architecture

Aims delivered by the Architecture function

1. Business Satisfaction
2. Sustainability
3. Data-Driven Organisation
4. Innovation
5. Manage Technical Diversity
6. Secure Enterprise Systems
7. Simplicity

It should be noted that whilst our ambition will be to provide cloud-first services there are a number of potential barriers that will need to be closely reviewed. These include: -

- ▶ Legacy solutions may not be suitable for cloud adoption and the effort in rearchitecting them to achieve cloud migration will need to be balanced against anticipated benefits;
- ▶ Funding models across NHS Wales are not yet adapted to the shift from capital to revenue;
- ▶ Where we seek to migrate existing on-premises hosted solution to the cloud, economies of scale may not be realised in the early stages where smaller numbers of solutions or smaller scale solutions are migrated.

Data Driven - A number of NWSSP services maintain large data sets including NHS workforce (Electronic Staff Record), primary care activity (Prescription Pricing and Primary Care Contractor Payments), finance and procurement (Oracle) and primary care workforce (Welsh National Workforce Reporting System). We will focus our Business Intelligence, decision support and data visualisation efforts on the provision of data driven performance and service improvement solutions. This will also focus on the creation of models that can predict and manage demand, providing more accurate resource and capacity planning capability.

Where our data supports our customers, local decision making, planning and delivery activities, we play the role of data provider. Rather than deliver "one size fits all" BI solutions that may not meet the disparate requirements of all stakeholders we will deliver the data in ways that can be consumed by our customers own solutions.

Key Message

Shifting the financial model from a capital to a revenue base will be key to achieving cloud first delivery. This will require a national approach from Welsh Government.

Where the intrinsic value in our datasets can only be realised by linking with datasets that we do not own, maintain or have a legal basis to process, we will not seek to gather that data but will ensure that we provide the data in ways that enable data linkage to be achieved by the receiving organisation. In addition, to reduce the requirement to provide multiple interfaces into our datasets, where possible, we will deliver our data to established national repositories such as the Welsh Reference Data Service and the National Data Resource.



Policy and Standards

As NWSSP is not a statutory body, creation of digital policy is not within our gift. We will continue to ensure that there are processes in place to adopt, contribute to and implement Trust and national digital policies. Through collaboration with national boards, peer groups and policy leads we will seek to influence policy direction where appropriate.

Change Management

In conjunction with NWSSP PMO, service leads, Digital Health & Care Wales and 3rd party support partners we will ensure that change is managed in a controlled and responsive manner. We will route requests through appropriate Change Advisory and Service Management Boards (SMBs) and work with PMO to ensure SMBs are in place for new services.

The NWSSP digital teams will provide a central focus for response to and communication of national infrastructure changes that impact on our services, advising service leads accordingly.

Business Relationship Management

We will expand and develop the role of the digital teams in line with a digital business partner model to assist service leads in identifying organisational change and coordinating departments to take advantage of technology that will create opportunity and help marshal the right resources to deliver the desired business outcomes.

Using a Business Model Canvass (see example canvass overleaf) approach and working in conjunction with the NWSSP PMO, dedicated resource will work with service leads to define service capability and maturity, identify opportunities for digital innovation, identify root cause of pain points and assist with the formulation of IMTP projects and priorities.

Standards, legislation and regulatory frameworks are evolving rapidly in the digital arena particularly in response to the cyber security threat landscape. Where agreed standards exist, we will ensure that they are applied in a well governed and transparent way. Please refer to Appendix 1 for a list of currently applicable frameworks.

Key Message

It is critical that service management arrangements are defined for new services and Service Management Boards created at the service design stage to prioritise and manage service change. Where appropriate alignment with or integration into the National Service Management structure should be sought.

The business model canvass brings together in a one-page summary the key factors that impact on digital delivery and provides a focal point for generating and measuring digital delivery.

Aims delivered by the BRM function

1. Business Satisfaction
2. Sustainability
3. Data-Driven Organisation
4. Innovation
7. Simplicity

Business Canvass Model Template

RESOURCES		CURRENT SERVICE CAPABILITY / OFFERING		FUTURE SERVICE CAPABILITY / OFFERING	
MEASURES	KEY PARTNERS	TARGETS	OPPORTUNITIES	PAIN POINTS	SUPPORT
CURRENT PROJECTS			BACKLOG ITEMS		

Service Catalogue Management

The central service catalogue repository will be maintained and enhanced to provide a single consistent view, mapping services to their dependent systems, business impact assessments and continuity plans. We will extend its capability to link to business process maps providing an integrated view to support Enterprise Architecture principles that promote consistency and drive out duplication in solution provision.

Aims delivered by the Service Catalogue function

- 2. Sustainability
- 5. Manage Technical Diversity
- 6. Secure Enterprise Systems



Demand Management

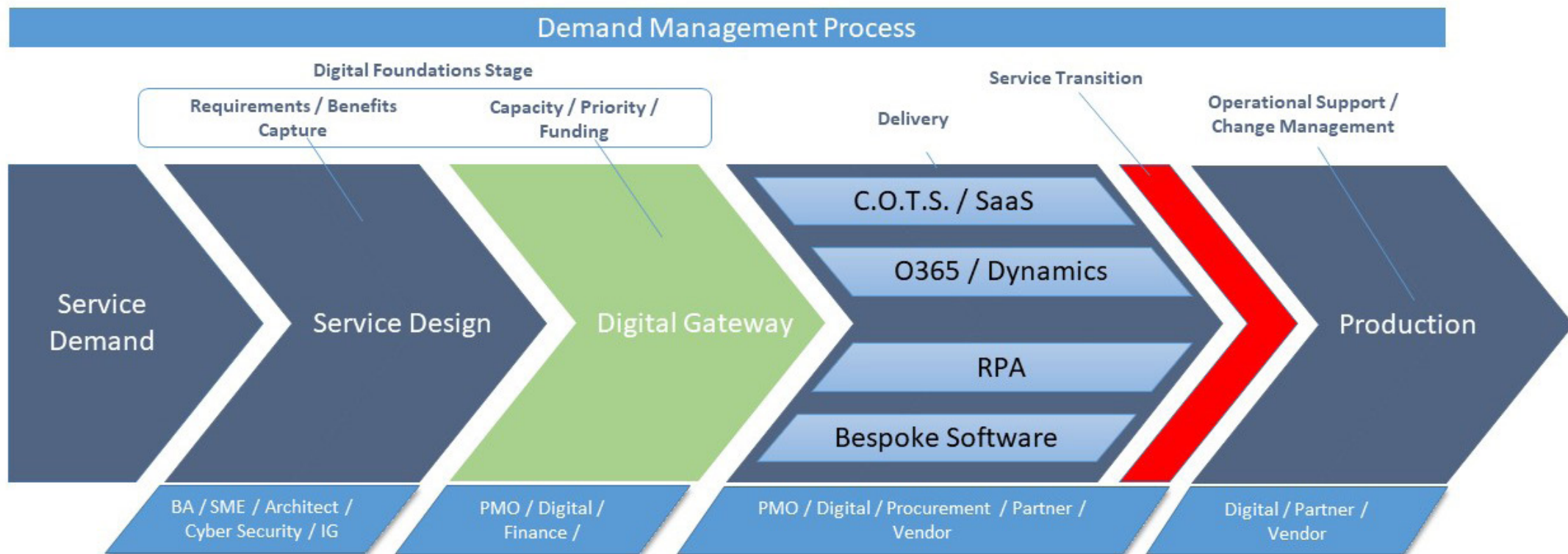
All new demand will be routed through the NWSSP PMO Portfolio Management process and categorised to align with portfolio management categories i.e.: -

- ▶ Programme.
- ▶ Project.
- ▶ Management Action.

Demand that results in a requirement for an underpinning digital solution will be subject to the provisions of the Digital Foundations Stage as described in the Portfolio Management strategy. The demand management process will contain a number of key gateways as described in the diagram below.

Aims delivered by the Demand Management function

- 2. Sustainability
- 5. Manage Technical Diversity
- 6. Simplicity



Sourcing and Lifecycle Management

We will utilise the “Enhance → Buy → Build” model. The starting point for the sourcing of all digital solutions will be to ensure that we leverage existing assets where possible, including identifying opportunities to make use of existing nationally implemented modules or services. If we can’t reuse, we procure externally. We may build custom solutions but only where suitable commercial products are not available. The process will be driven by the Enterprise Architecture model described above. In delivering solutions, wherever possible, we will adhere to the “open by default” principle ensuring that solutions are designed to enable integration and also provide interfaces to output data for reuse without restriction on content or uses of data.

Aims delivered by Sourcing & Lifecycle Management

1. Business Satisfaction
2. Sustainability
3. Data-Driven Organisation
4. Innovation
5. Manage Technical Diversity
6. Secure Enterprise Systems
7. Simplicity

Where applicable, we will build discovery phases into solution delivery projects. Such phases will involve full elaboration of user requirements to a technical specification and solution component design level. This process is designed to ensure that the supplier offering is completely aligned to the service specification and within the scope of the Invitation to Tender. In addition, it will ensure that the end user functionality is what the business expects.

A detailed solution architecture will be expected as an output describing each component of the solution in sufficient detail to ensure that the proposed solution architecture is fully understood, can be assured from an information governance and cyber security perspective and, where applicable, all hosting components can be catered for and supported.

Key Message

We must describe our requirements “generically”, drawing parallels with services provided in other sectors. This will help vendors to understand that our requirements are only bespoke in exceptional circumstances or where we provide niche services.

We will ensure alignment to the principles of user centred design, set out in the Digital Strategy for Wales, collaborating with the Centre for Digital Public Services where appropriate.

We will work to ensure that we leverage the benefits of the Microsoft Enterprise Agreement working closely with and utilizing the resources provided by the Office 365 Centre of Excellence.

We will explore opportunities to invest in Artificial Intelligence technology through collaboration with our partner organisations, consultation with the Centre for Digital Public Services and participation in the “AI In Health in Wales” review commissioned by the chairs of Public Health Wales, Digital Health and Care Wales and Health Education and Improvement Wales.

To maximise business benefit and ensure optimal usage of finite resource, we will focus our solution delivery on optimizing business critical functions and deliverables.

Working closely with NWSSP Procurement and business service leads we will monitor the lifecycle of solutions ensuring that appropriate review points are identified and replacements for end-of-life solutions are sought in a timely manner.

Digital solution procurement will be embedded into the NWSSP Portfolio Management Approach and will be subject to the Digital Foundations Stage review built into that process

We will work with NWSSP Procurement to develop national templates that encompass these processes as well as catering for agile solution delivery projects.

Key Message

We must recognise that a digital solution procurement is not a project in itself. In the vast majority of cases the project is a business change that is underpinned by a digital solution. We must therefore construct the project accordingly with appropriately resourced plans not only to deliver and implement the solution but also to manage the business change, design and implement the service management wrap and address the business continuity implications.

Finance and Resource Management

We will work with Digital Health & Care Wales to implement a comprehensive asset management process that will deliver a single consistent view of the status of all digital assets (including hardware, infrastructure and licensing). This will provide an accurate forecast of all future replacement requirements, enable modelling of expanding workforce requirements and support the capital asset validation process. This process will also support the lifecycle management process by providing a forward look on replacement requirements for all solution components. In addition, it will mitigate the security risks posed by unmanaged devices.

We will work closely with service leads to define digital investment proposals, engaging with the capital and service planning processes.

As we move into the cloud hosting arena, we will work with our digital delivery partners to develop processes for managing cloud computing costs and creating models to predict on-going service costs for new and expanding solutions.

Aims delivered by Finance & Resource Management

- 2. Sustainability**
- 5. Manage Technical Diversity**
- 6. Secure Enterprise Systems**

Risks, Controls and Assurance

We will manage all aspects of digital risk through the organisational risk management process, advising service leads on the relationship between digital risk and service risk and helping to frame those risks where appropriate. We will ensure that cyber security risks are managed in parallel through the Welsh Government Cyber Assessment Framework risk process.

As a participant in the NHS Wales National Digital Risk Approach Framework, we will work closely with other NHS organisations to ensure oversight, scrutiny and management of those risks considered to be 'System risks' or 'National risks' and that those risks are appropriately communicated to NWSSP service leads. We will ensure that appropriate mitigation actions are undertaken where appropriate.

Aims delivered by Risks, Controls and Assurance

5. Manage Technical Diversity 6. Secure Enterprise Systems

We will develop an on-going programme of work to ensure compliance with the Welsh Government Cyber Assessment Framework aimed at continuous improvement of our compliance score and implementation of all recommendations. The existing Cyber Assessment Framework remediation project will address the current report recommendations and develop a process for response to future iterations of the framework.

We will continue to develop our security and threat monitoring, investigation and forensics capability through investment in appropriate tools, processes and liaison with Digital Health & Care Wales and the Cyber Resilience Unit.

Through the Digital Foundations process we will engage with service leads, PMO and Procurement colleagues to ensure that Secure Lifecycle Management principles (as described in the All-Wales Infrastructure Programme Target Operating Model) are embedded into all service developments that are underpinned by a digital solution.

We will identify suitable security accreditation frameworks at organisation and individual staff level and develop programmes of work to ensure that the organisation and appropriate staff members achieve and retain those accreditations.

Using national policies and frameworks as key enablers, we will develop and communicate procedures and processes to ensure that staff understand and are able to comply with their responsibilities in all aspects of cyber security.

We will work in conjunction with Audit Wales and NWSSP Internal Audit to build on existing audit briefs for our solutions and infrastructure. This will involve constructing robust plans for responding to recommendations with the aim of continuing to improve the capacity and resilience of our systems and gaining appropriate levels of assurance.



Measurement and Reporting

As part of the digital gateway process, we will work closely with service owners to define service levels that are appropriate and cost effective for services that are underpinned by digital solutions. We will ensure that service metrics such as resilience and availability are standardised to specific levels that are common to all services, where possible using the national [Service Level Target Policy](#) as the basis.

We will advise service owners on appropriate levels of monitoring, review periods and KPI and outcome reporting, providing advice and guidance on opportunities for service improvement, breaches and escalations.

Key Message

It is particularly important that any dependency on support from Digital Health & Care Wales is identified at the digital gateway stage. Where appropriate we will identify the need for and advise service leads on navigation of the [New Service Request](#) process or raising changes to our existing SLA with DHCW.

Key Message

NWSSP procurement runs national framework procurements where NWSSP is not the consumer of the procured solution. Where we provide cyber assurance of these solutions we must ensure buy in from all organisations that will operate the solution.

Provider Service Management

As part of the digital gateway process, we will work closely with service leads to define service management arrangements that are appropriate and cost effective for services that are underpinned by digital solutions. This will include (but not be limited to): -

- ▶ review and approval of service architecture to ensure that all touchpoints are catered for and that responsibility is assigned for all aspects of the service model;
- ▶ review and negotiation of service level agreements with partner organisations and commercial suppliers.

We will advise service owners on appropriate levels of monitoring, review periods and KPI and outcome reporting, providing advice and guidance on opportunities for service improvement, breaches and escalations.

Working with the NWSSP Digital Procurement team we will advise on the development of specific digital procurement processes to deliver effective digital procurements for NWSSP that align to the relevant legislation and policy. This will include embedding the digital gateway process, ensuring that terms and conditions reflect the delivery and service management requirements of each project and that cyber security assurance is a key component of the process.

It is important to recognise that the extant legislation³ (as of October 2022) governing critical digital systems for health places, the cyber risk on the organisation that operates the system. NWSSP procures solutions on behalf of NHS Wales organisations under framework agreements. As part of the procurement process NWSSP provides the cyber assurance. We will work closely with partner organisations and national boards to ensure that the level of assurance is consistent and acceptable to operating organisations.

³ [The Network and Information Systems Regulations 2018 \(legislation.gov.uk\)](https://legislation.gov.uk)



We will continue to shift the focus of the NWSSP in-house teams away from operational delivery to focus more on supporting service leads to enact business change that is underpinned by digital solutions.

We will expand the scope of our relations with key partners such as Digital Health & Care Wales to deliver a broader range of operational support and service management. This will require negotiation of extended SLA provisions to move further towards fully managed service offerings where possible.

We recognise we are currently limited in: -

- a. offering the career development opportunities comparable with those organisations that focus on the delivery of digital services or have large digital infrastructures;
- b. providing resilience in key roles where the requirement for those skills sets is sporadic;
- c. "Standing up" dedicated project resource at short notice, particularly in the field of application development where requirements to provide support and maintenance of legacy systems pulls resource away from project work.

Digital infrastructure services are provided by Digital Health & Care Wales therefore we do not require roles that potential employees regard as core digital roles e.g.: -

- ▶ Network services.
- ▶ Active Directory management.
- ▶ Server operating system management.
- ▶ Desktop operating system management.
- ▶ Mobile Device management.
- ▶ Service desk operations.

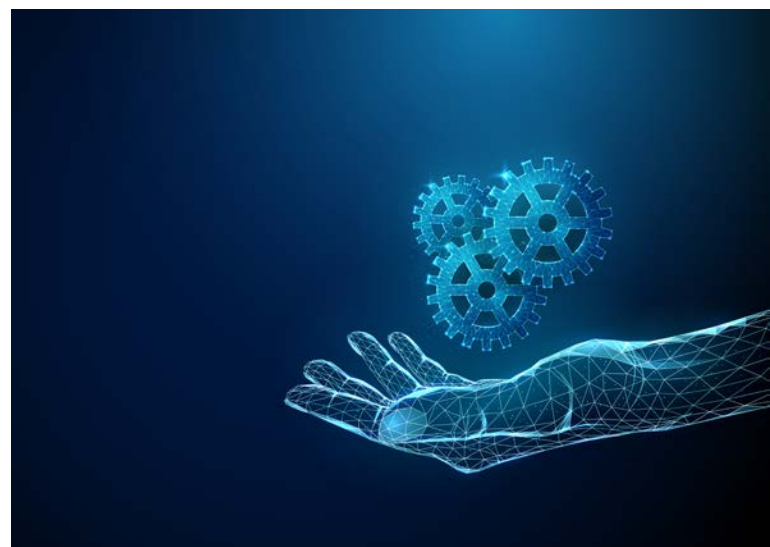
We also have limited or sporadic requirement for "green field" solution development i.e. a development that introduces brand new business processes and requires untried development techniques that provides opportunities to invest in solution architecture skills and staff development on emerging technologies.

This combination of factors limits our ability to recruit and retain staff with appropriate skills.

As noted in "Sourcing and Lifecycle Management" (above) we will also give preference to fully managed service offerings from 3rd party vendors where appropriate.

Where we have legacy application support and maintenance requirements or true bespoke development needs we will deliver these through: -

- a. Teams focused purely on support and maintenance through to end of the legacy solution's lifecycle;
- b. Collaborations with partner organisations such as DHCW and commercial 3rd party providers that will provide a full service management wrap beyond initial solution delivery to include development, support and maintenance through the lifecycle of the solution.



The matrix below drills down on the functions of the Target Operating Model to describe how functions will be assigned across NWSSP and our partners.

									Application Portfolio Management	Business Intelligence & Reporting
IT Governance									Enterprise Application Selection	Data Architecture
IT Strategy								Security Strategy	Application Development Throughput	Data Quality
Performance Measurement	Stakeholder Relations			Availability & Capability Management			Change Management	Security Management	Application Development Quality	Portfolio Management
Cost & Budget Management	Knowledge Management	IT Policies	Enterprise Architecture	Asset Management	Configuration Management	Release Management	External Compliance	Application Maintenance	Project Management	
Vendor Management	Cost Optimization	Manage Service Catalogues	Service Management	Operations Management	Service Desk	Incident & Problem Management	Disaster Recovery Planning	Innovation	Requirements Gathering	

Key

Commercial Partners

NWSSP

DHCW

Ref	Risk Summary	Risk Score		
		Likelihood	Impact	Total Score
A1	There is a risk that the operational and service management aspects of the proposed Target Operating Model will not be fully implemented because Digital Health & Care Wales may not be able to offer a broader range of services for strategic or capacity related reasons.	3-Possible	4-Major	12
A2	There is a risk that the operational and service management aspects of the proposed Target Operating Model will not be fully implemented because the capital and or revenue costs associated with moving to a fully managed service may be prohibitive.	3-Possible	4-Major	12
A3	There is a risk that the responsibilities identified as falling on NWSSP teams in the proposed Target Operating Model will not be fully fulfilled because recruitment to posts may be hampered by the restrictions of the current skills market.	3-Possible	4-Major	12

How Will We Take This Strategy Forward

Our digital goals, aims and the related outcomes can be used to help guide our decisions immediately. A programme of work will be developed and included as part of our IMTP and tracked by the NWSSP Senior Leadership Group and the Shared Services Partnership Committee. We will also review and update this overall Strategy on an annual basis to ensure it remains relevant and fit for purpose.

The projects within the programme will be designed to deliver the optimal Target Operating Model and fit broadly into three categories.

Stabilisation

Activities designed to address gaps or risks in the existing model.

- ▶ Provision of a robust hosting environment.
- ▶ Provision of a robust and comprehensive digital asset and configuration management solution.
- ▶ Remedial actions identified in the NWSSP Cyber Assessment Framework report.
- ▶ Recruitment to address capacity and capability gaps in solution sourcing and cyber assurance.



Optimisation

Activities designed to realise the Target Operating Model and design process to deliver a continuous cycle of service improvement.

- ▶ Enhancement of the service catalogue to provide a holistic, service-based view.
- ▶ Expansion of the DHCW SLA to remove any legacy reliance on NWSSP staff for change, release, problem and availability management.
- ▶ Recruitment to embed support for service leads to enact business change underpinned by digital solutions through the business partner model.
- ▶ Implementation of the fundamentals of demand management and the digital gateway process.
- ▶ Provision of enhanced flexibility in the hosting environment leveraging cloud first principles.

Sustainability

Activities designed to ensure that we have a clearly defined model to support continuous improvement cycles and provide a targeted set of digital solutions that are robust and secure.

- ▶ Expansion of the DHCW SLA to deliver enterprise and data architecture services.
- ▶ Underpinning solutions to support enterprise and data architecture services.
- ▶ Development of partnership arrangements with DHCW and commercial partners to deliver bespoke development and legacy application support.
- ▶ Recruitment to fully support business change delivered through the business partner model.

An indicative timeline for delivery of these projects is included in Appendix 1. The projects falling into the categories described above may run in parallel and / or overlap with one another. Re-planning or re-prioritisation may be required, particularly as the financial impact of some proposals becomes clearer.



Appendix 1 - Roadmap to Target Operating Model

