



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board



Freedom of Information Request: Our Reference CTMUHB_70_25

You asked:

Please see our responses highlighted below.

AI Strategy and Planning

1. To what extent does your department have a clearly defined and documented AI strategy? Please select one of the following options that applies.
 - A. No AI strategy in place.
 - B. Initial discussions or ideas about AI, but no concrete plan.
 - C. A basic AI strategy is in development or has been drafted.
 - D. A well-defined AI strategy is in place, but implementation is in the early stages.
 - E. The AI strategy is being actively implemented with measurable progress.
 - F. A fully defined and implemented AI strategy is driving significant impact.
2. To what extent does your AI strategy or goals align with the AI opportunities action plan? Please select one of the following options that applies. N/a – no strategy.
 - A. Unaware of the AI opportunities action plan or no attempt to align with it.
 - B. General awareness of the AI opportunities action plan, but no specific efforts to align.
 - C. Some aspects of the AI strategy or goals are aligned with the AI opportunities action plan.
 - D. Conscious effort made to align the AI strategy with the key principles and directions of the AI opportunities action plan.
 - E. Strong alignment between the AI strategy or goals and the AI opportunities action plan, with clear connections and shared objectives.
 - F. AI strategy or goals are fully integrated with the AI opportunities action plan, contributing directly to its successful implementation.
3. What is the likelihood that your department's AI strategy will be fully implemented within the next two years? Please select one of the following options that applies. N/a – no strategy and thus given pace of change in AI it is hard to put a timescale on this.
 - A. Significant obstacles and uncertainties make full implementation unlikely in the next two years.
 - B. Implementation is in progress but faces challenges that may delay completion.

- C. Moderate confidence in achieving full implementation within the timeframe.
 - D. High likelihood of full implementation, with most key elements in place.
 - E. Almost certain to achieve full implementation within the next two years.
- 4. How confident is your department that current AI governance structures are adequate for managing AI risks? Please select one of the following options that applies.
 - A. No AI governance structures in place or serious concerns about their adequacy.
 - B. Limited AI governance in place, with significant gaps and areas for improvement.
 - C. Moderate confidence in current AI governance, but some areas of uncertainty remain.
 - D. Generally confident in the adequacy of AI governance structures to manage most risks.
 - E. Strong confidence in AI governance, with robust processes and oversight in place.
 - F. Extremely confident that AI governance structures can effectively manage all foreseeable AI risks.
- 5. What percentage of your department's total budget is allocated to AI-related projects this fiscal year? How much is this?

£14,555, which is 0.06%.

- 6. How does your department or agency assess the economic impact or cost-effectiveness of AI technologies? Please select one of the following options that applies and provide any relevant data or reports on AI's economic benefits.
 - A. **No formal assessment:** No systematic approach to evaluating the economic impact of AI.
 - B. **Qualitative assessment:** Relies on anecdotal evidence, case studies, or expert opinions to assess the impact of AI.
 - C. **Quantitative assessment:** Uses metrics, data analysis, and modelling to measure the economic benefits and costs of AI.
 - D. **Comprehensive evaluation:** Includes both qualitative and quantitative assessments, considering a wide range of economic factors and potential impacts. We follow NICE evaluations

AI Deployment and Use Cases

- 7. What is your department's current stage of AI deployment? Please select one of the following options that applies.
 - A. No AI use cases.
 - B. Exploring opportunities
 - C. Planning for at least one AI use case.
 - D. Piloting at least one AI use case.
 - E. At least one AI use case is fully deployed.
 - F. Multiple AI use cases fully deployed.

8. For your most significant AI use case, how confident are you that the expected benefits will be realised? Please select one of the following options that applies.
- A.** No clear expectations of benefits or serious doubts about achieving them.
 - B.** Some anticipated benefits, but significant uncertainty about their realisation.
 - C.** Moderate confidence in achieving some of the expected benefits.
 - D.** Confident that most of the expected benefits will be realised.
 - E.** Strong confidence that the AI use case will deliver significant benefits.
 - F.** Extremely confident that the AI use case will fully achieve or exceed its intended benefits.

Risk Management and Ethics

9. How thoroughly has your department assessed the risks associated with AI deployment? Please select one of the following options that applies.
- A.** No formal risk assessment conducted for AI deployment.
 - B.** Initial discussions about AI risks, but no systematic assessment.
 - C.** Some areas of AI risk have been assessed, but gaps remain.
 - D.** A moderate risk assessment has been conducted, covering key areas.
 - E.** A comprehensive risk assessment is in place, addressing a wide range of potential risks.
 - F.** A thorough and ongoing risk assessment process is embedded in AI development and deployment.
10. How confident are you that your department is compliant with relevant data protection laws when using AI? Please select one of the following options that applies.
- A.** Significant concerns about compliance with data protection laws.
 - B.** Limited understanding of data protection requirements for AI.
 - C.** Some measures in place to ensure compliance, but gaps may exist.
 - D.** Reasonably confident in compliance with data protection laws.
 - E.** Strong confidence in data protection compliance, with robust processes in place.
 - F.** Fully confident in compliance with all relevant data protection laws and regulations.
11. How well does your department ensure transparency in the use of AI in public services? Please select one of the following options that applies.
- A.** No efforts to ensure transparency in AI use.
 - B.** Limited information provided to the public about AI systems.
 - C.** Some transparency measures in place, but room for improvement.
 - D.** Reasonable transparency in AI use, with public information available.
 - E.** Strong commitment to transparency, with clear communication about AI systems.

- F. Full transparency in AI practices, including open data and explainable AI.**

Data Residency and Sovereign Infrastructure

12. How does your department or public body ensure that its data storage complies with UK sovereignty and data residency requirements? Please outline any policies or regulations guiding data storage within UK borders.

We comply with GDPR with data stored within the European Economic Area.

13. Can you provide the proportion of data stored within UK-based infrastructure versus foreign cloud services (e.g., US-based providers) within your department/agency?

We are unable to split between UK & EU.

14. What measures are in place to ensure that your data storage solutions meet national security standards? Please provide details of relevant frameworks or protocols currently implemented.

We assess our data storage in line with the NIS Cyber Assurance Framework and use the NIST/CIS standards to inform the approach. Where there are gaps, we create actions in the cyber plan and implement through change processes.

Energy Consumption and Efficiency of AI

15. What is the estimated carbon footprint of your department or agency's AI operations (e.g., training, deployment) over the past year? Please include energy consumption figures if available.

This would have to be requested and quantified on a per supplier basis. Only one on premise AI hardware environment exists. Energy consumption data for this can be produced but is not readily available.

16. How do you track the energy usage of AI workloads, and are there any reporting mechanisms in place for sustainability goals? Please provide relevant metrics or guidelines.

Server hardware management tools provide this for the on premise hardware.

Data and Infrastructure

17. How would you rate the quality of data used for your AI systems? Please select one of the following options that applies.

- A.** Data quality is poor and unreliable.
- B.** Data quality is a concern, with significant issues.
- C.** Data quality is adequate but could be improved.
- D.** Good data quality with regular validation processes.

- E.** High data quality with robust quality assurance measures.
- F.** Excellent data quality with continuous validation and improvement.

18. What is the level of confidence in your department's digital infrastructure's ability to support current and future AI initiatives? Please select one of the following options that applies.

- A.** Serious concerns about the infrastructure's ability to support AI.
- B.** Infrastructure limitations may hinder AI initiatives.
- C.** Moderate confidence in the infrastructure's capacity for AI.
- D.** Confident that the infrastructure can adequately support current and near-term AI needs.
- E.** Strong confidence in the infrastructure's ability to support ambitious AI projects.
- F.** Extremely confident that the infrastructure is future-proof and ready for any AI challenge.☐

19. Does your department or agency currently use a hybrid infrastructure (i.e., a mix of on-premises and cloud services) for its digital operations, including AI applications? Please specify the proportion of services hosted on each type of infrastructure.

Yes - For IAAS, all infrastructure is on premises.

20. What factors influence your department's decision-making process when choosing between public cloud, private cloud, or on-premises infrastructure for AI-related projects or services?

Legislation, Cost – funding model. Manageability. Platform.

21. What plans or initiatives are in place to ensure your department's digital infrastructure is scalable enough to meet future demands for AI-powered services or technologies over the next 5–10 years?

Infrastructure Strategy. Development of architectural plans to consider developing technologies.

22. How does your department or agency ensure the quality of data used in AI-driven projects or services? Please provide any metrics, guidelines, or standards employed for data validation.

Comprehensive Data Governance:

Data Profiling & Cleansing: Before any data is used, we run it through automated profiling tools that check for missing values, inconsistencies, duplicates, and anomalies. Any issues are flagged and corrected through robust cleansing processes.

Data Lineage & Traceability: We document the entire lifecycle of the data, tracking its origin and any transformations along the way. This traceability

ensures that every data point is accountable and that any quality issues can be quickly pinpointed and remedied.

Industry-Recognized Standards & Guidelines:

ISO/IEC 25012: We align with this data quality model to assess key attributes such as accuracy, completeness, consistency, timeliness, and validity.

Best Practices from the Data Management Body of Knowledge (DMBOK): Our processes incorporate industry best practices to continuously monitor and enhance data quality.

Regulatory Compliance: We also ensure that our data handling meets stringent regulatory standards like GDPR, safeguarding privacy and security.

Key Data Quality Metrics:

Accuracy: We measure how closely the data reflects real-world values, targeting high accuracy rates (e.g., error rates kept below a defined threshold).

Completeness: Our systems monitor for missing or incomplete data, with thresholds in place (often striving for 95%+ completeness).

Consistency: Cross-checks across different datasets ensure that the data remains consistent and conflict-free.

Timeliness: Regular updates and real-time validation processes ensure the data is current and relevant.

Uniqueness: Duplicate detection mechanisms are employed to guarantee that every record is unique and reliable.

Continuous Monitoring & Feedback Loops:

Once deployed, our data quality metrics are continuously monitored. Automated alerts and periodic audits help us quickly identify and address any deviations from our quality standards.

This continuous improvement loop is vital for maintaining the high standards required for effective AI model performance.

By integrating these rigorous validation steps at every stage, from initial ingestion through to model deployment ensures that the data underpinning our AI-driven services is both robust and reliable.

Skills and Training

23. How effectively is your department upskilling employees to use AI?
Please select one of the following options that applies.

- A.** No upskilling initiatives in place for AI.
- B.** Limited training available, with little focus on AI skills development.
- C.** Some training programs offered, but not comprehensive.

- D.** Effective upskilling programs are in place, providing employees with essential AI skills.
- E.** A strong focus on AI skills development, with comprehensive training and support.
- F.** A culture of continuous learning and development, ensuring employees are equipped for the AI-powered future.

24. Will you be relying on in-house skills for AI strategy development and implementation or seeking third-party services/consultancy?

A combination.

Future Ambitions

25. How confident are you that your department will reach its AI ambitions? Please select one of the following options that applies.

- A.** Significant doubts about achieving AI ambitions.
- B.** Low confidence in reaching AI goals.
- C.** Moderate confidence in achieving some AI ambitions.
- D.** Confident in achieving most AI goals.
- E.** Strong confidence in reaching AI ambitions, with clear plans in place.
- F.** Extremely confident in achieving and exceeding AI ambitions.