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**PROJECT INITIATION DOCUMENT**

GitHub GIG Cymru – Solutions Exchange

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# DOCUMENT HISTORY

## REVISION HISTORY

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| **Date** | **Version** | **Author** | **Revision Summary** |
| 15/04/2025 | 0.1 | Louise Smith | Draft |
| 28/05/2025 | 0.1 | Louise Smith | Updated to reflect DT and CH feedback |
|  |  |  |  |

## REVIEWERS

This document requires the following reviews:

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Version** | **Name** | **Position** |
| 28/05/2025 | 0.1 | Dan Thorne | Senior Product Specialist |
| 28/05/2025 | 0.1 | Chris Habberley | Senior Project Manager |
| 04/06/2025 | 0.1 | GitHub GIG Cymru PMG |  |
|  |  | NDR Delivery Group |  |

## AUTHORISATION

Signing of this document indicates acceptance of its contents.

|  |  |
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| **Author’s Name:** | Louise Smith |
| **Role:** | Project Manager |
| **Signature:** | **e** |

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| **Approver’s Name:** |  |
| **Role:** |  |
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# PID On A PAGE

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| Project Name | | |
| **Project Lead** | Dan Thorne | |
| **Project Sponsor** | Marc Thomas | |
| **DHCW Director** | Ifan Evans | |
| **Project Manager** | Louise Smith | |
|  |  | |
| **Project Definition** |  | |
| **What is this?** | The Solutions Exchange will make it easier to find and reuse great technical solutions developed within Wales, building a culture of digital collaboration and showcasing Welsh excellence | |
| **Draft Vision** | Empowering organisations within NHS Wales and Social Care in Wales to discover, share, and reuse digital solutions—so no good solution goes unnoticed, and no team solves the same problem twice | |
| **Description** | The GitHub GIG Cymru service has launched as a national service. The service is governed by a Product Management Group (PMG) for the majority of day-to-day business, however where activity is anticipated to be more complex or risky, a specific project is established. This project is deemed to meet those criteria.  This project will design, implement, test, evaluate and promote an all-Wales ‘Solutions Exchange’ where assets created by the data and analytics community can be shared, re-used and further enhanced. This solutions exchange will expand on the existing GitHub GIG Cymru service to make the resources more visible, to improve searchability, and to signpost users to further information and practical next steps to enable more effective collaboration. This project will also further build an all-Wales collaboration culture and showcase the excellent skills base within the NHS in Wales. | |
| **Project Objectives** | * Design and build a public-facing Solutions Exchange integrated with GitHub GIG Cymru * Tag repositories by clinical/operational category & readiness * Develop contributor guidelines, tagging structure & automation * Engagement (webinar, workshop, comms) to increase uptake * Evaluation framework and recommendations for further development * Recommend/recognise options for revenue generation | |
| **Product Objectives** | * Create a single, searchable public-facing catalogue of code repositories across all GitHub organisations * Rotate highlighted “spotlight” projects * Tag and curate clinical/operational categories * Allow filtering by topic, language, organisation, reuse-readiness * User-metrics to aid benefits measurement | |
| **Scope** | **In** | * Web-based catalogue or portal for published solutions * Integration/automation with GitHub GIG Cymru * Training/Automation/SOPs for tagging/workflow * Governance and financial framework for reuse * Communication and engagement plan and activities |
| **Out** | * Revenue generation – this phase is purely exploratory * Sharing of any confidential resources * Integration with existing NHS websites (unless specified) * National mandate or enforcement for participation |
| **Impact of not Doing** | Failure to deliver the Solutions Exchange will limit the impact of the GitHub GIG Cymru service, resulting in continued duplication of effort, wasted technical capacity, and missed opportunities to showcase and scale Welsh innovation. Siloed working will persist, undermining national goals around collaboration, digital transformation, and value for money | |
| **Constraints** | **Time** | Resource availability – Only c. 0.5 FTE for the SPS to deliver this project, alongside live service support |
|  | **Budget** | Resource only |
|  | **Quality** |  |
|  | **Resource** | 30% WTE Band 8 SPS plus new technical resource (Band 6, not yet in post), PM and Comms & Engagement support |
|  | **Scope** |  |
| **Deliverables** | 1. Confirm vision statement 2. Draft user stories which are human and relatable    1. Technical Staff    2. Operational Manager    3. Senior Leadership    4. Bad Actor 3. Review Outcomes and Objectives 4. User requirements 5. Engagement with UX subject matter expertise 6. Design documentation 7. Communications outputs:    1. Vision, User-Stories, Keywords and Phrases    2. Webinar    3. Workshop    4. Website    5. Newsletter 8. Build Solutions Exchange 9. Test reports 10. Evaluation report | |
| **Dependencies** | Support from comms and engagement teams | |
|  | | |
| **Business Case** | | |
| **Benefits** | Improve profile of data and analysis in health and care in Wales  Workforce cost reduction (Improve re-use of resources) | |
| **Costs** | No additional cost required – delivery will utilise current human and technical resource  NB. Costs are incurred for individuals to use GitHub GIG Cymru – this project does not cover costs for any licensing or for users to onboard to GitHub GIG Cymru. | |
| **Main Risks** | Potential that this solutions exchange does not result in uptake of the funded service, with knock on effect on anticipated cost reduction benefits | |
|  | | |
| **Key Milestones** | | |
| June 2025 | User Requirements | |
| August 2025 | Solutions Exchange - Design | |
| September 2025 | Build MVP | |
| October – November 2025 | Evaluate and iterate | |
| November 2025 | Communications, Training, Awareness | |
| December 2025 | Project Closure | |
|  | | |
| **Project Approval** | | |
| 04/06/2025  DD/MM/YY | AA – GitHub Product Management Group  NDR Delivery Group | |

# PROJECT DEFINITION

## Background & Strategic Context

The National Data Resource (NDR) is a collaborative programme spanning the whole of Wales with remit to open access to data across Wales and bring together data from all organisations that play a role in a patient’s health and care. The NDR vision highlights that the NDR supports a Healthier Wales by delivering All-Wales health and social care data capabilities in a governed, secure, and ethical manner. To achieve this, health and social care professionals need to be able to use health and social care data for advanced analytics, data science and AI effectively to drive insights.

GitHub GIG Cymru has been developed and launched as a national service to enable data and analytics professionals to collaborate and share code, and to enable resources in the form of code, subject to appropriate assurance checks, to be shared publicly with the open-source community. The userbase and usage of the service is increasing, however the service continues to embed, and Health Boards and Trusts will soon need to pay for users to be able to access the service, whereas the NDR programme has historically funded licenses. The NDR will continue to fund the resource required to support and continue to develop the service.

## Project objectives and desired outcomes

The primary objective of this project is to implement a Solutions Exchange, enabling both internal (to NHS Wales) and external (to the public) visibility of, and potential access to, resources created and shared via the GitHub GIG Cymru service.

This will enable data and analytics colleagues working within health and care in Wales to share and promote their work, and to leverage expertise to collaborate and further enhance NHS Wales developed code and assets.

## Project Approach

The project will utilise NDR programme resource and will seek external expertise where required from GitHub (for technical queries) or Trustmarque (for licensing or commercial issues).

## Indicative Timescales

This phase will complete by December 2025.

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AI-generated content may be incorrect.

## Project scope and exclusions

The Scope of this Project is as follows:-

1. Understand stakeholder requirements
2. Assurance engagement and requirements
3. Solutions Exchange – Design
4. Build, test and evaluate Solutions Exchange
5. Communications

## Constraints and assumptions

**Constraints:**

The project will be constrained by the time and availability of Dan Thorne, the SPS (Senior Product Specialist) leading on this work.

There may also be budgetary constraints on partner organisations, as in order to continue to grow the user base and build a portfolio of products and solutions to share, licenses will need to be purchased. It is currently outside of the NDR budget to fund further licenses, therefore achievement of the aims set out in this PID may be constrained if partners aren’t able to allocate funding to enable users to onboard to this service.

**Assumptions:**

The project scope will not change once the PID has been approved.

## Dependencies

Trustmarque/ Microsoft/ GitHub - as our suppliers, for knowledge share to develop and resolve queries that cannot be managed by the immediate team

NDR – SLT/Architects – to provide input on how the Solutions Exchange can be leveraged to promote NDR products and services, and to support knowledge share across the NDR stakeholder network

DHCW – operations – to provide input on how the Solutions Exchange can be leveraged to promote DHCW products and services, and to support knowledge share across NHS and social care in Wales

## Project tolerances

**Time**: Delivery should be completed within the timescales set out in the high-level plan, with a tolerance of +/- 2 weeks per stage.

**Budget**: Escalation to the NDR Senior Management Team and, where necessary, the NDR Programme Board is required if any further budget is required to deliver the project.

**Scope:** Escalation to the NDR Delivery Group is required if scope or objectives change during the project.

## Stakeholders

Welsh Government

Social Care Wales

Local Authorities

NHS Wales Health Boards and Trusts

NHS Wales organisations e.g. HEIW, NWSSP, DHCW

Data and analytics professionals

Directors of Digital

Heads of Information

NSMB service leads

IG professionals

Security professionals

NDR Delivery Group

NDR Programme Board

GitHub GIG Cymru Product Management Group

Wales Modelling Collaborative

# BUSINESS CASE

## Costs

The budget required to deliver on this phase is to cover staff costs only, utilising resource already employed and funded within the programme.

Senior Product Specialist – 30% WTE

Data Engineer (new post) – 20% WTE (TBC)

Project Manager – 10% WTE

Communications Officer – 5% WTE

Engagement Manager– 5% WTE

## Benefits

This project aims to increase visibility of analytical expertise in health and care in Wales by surfacing information on the resources developed by colleagues working in data and analytics.

In turn, this is expected to lead to increased collaboration both within and outside of health and care, which will enable re-use of resources and therefore will reduce the cost of duplicated work.

* Fewer duplicated solutions to common NHS challenges.
* Increased visibility of technical excellence in Wales.
* Greater cross-organisation collaboration and reuse of code.
* Increased engagement with GitHub GIG Cymru.
* Demonstrated financial and workforce benefits of reusing code.

This workforce cost reduction will contribute to NDR Programme benefits goals, including, for example:

Workforce Cost reduction – Programme target – 10 years - £6 million

Make Welsh bids for research funding more attractive – target – 10 years - £24 million

Depending on the products developed by the analytics community, and made available via the solutions exchange, this piece of work also has the potential to contribute to other NDR programme benefits targets. This will be monitored and reported on as the project progresses.

## User Story Examples

**Technical Staff**   
Beth, a developer in Betsi Cadwaladr, is tasked with creating a way to automate clinical shift rota updates. Instead of starting from scratch, she searches the catalogue and finds that Swansea Bay tackled the same challenge with a Python-based bot. Beth adapts the code in days, not weeks.

**Operational Manager**  
Rhys, a service manager in Aneurin Bevan, wants to improve outpatient DNA rates. He searches for 'missed appointments' and finds a Cardiff-developed SMS reminder tool—already proven to work and coded for NHS systems.

**Leadership/Visibility**  
A CIO preparing for an all-Wales digital board meeting browses the catalogue’s highlights. They discover a dozen innovations developed within Wales in the last six months—perfect case studies for demonstrating value from digital investment.

**Bad Actor 1**

A tech contractor working with a neighbouring health system sees your open catalogue as a rich resource. They browse the codebase, lift multiple scripts—some built with public funding—and package them into a commercial product. They make no reference to the original NHS Wales developers and license it under restrictive terms, despite the original code being open source.

To uphold the integrity of publicly funded work and ensure fair, legal, and ethical reuse of open-source assets on the Solutions Exchange, all repositories hosted on the Solutions Exchange must include a clearly defined open-source licence, with a strong default recommendation of GNU GPL v3 or AGPL v3.

These licences require:

* Attribution of the original developers.
* That any derivative works must remain open under the same licence.
* Disclosure of source code for redistributed or publicly deployed software.

**Bad Actor 2**

A member of staff in a non-technical role browses the catalogue not to reuse solutions, but to identify repositories mentioning problems with a particular hospital system. They try to piece together timelines and comment history to speculate on where weaknesses or delays exist—then use this insight inappropriately, perhaps in a performance discussion or to influence procurement.

## Risks

* IF assurance requirements are too cumbersome or time-consuming

THEN analysts will be unlikely to seek to promote their code to an internal or public audience

RESULTING IN continued duplication of work and failure to realise workforce cost reduction goals

**Mitigating Actions**: Work with colleagues the streamline as much as possible, and provide clear instructions and support to stakeholders

* IF organisations are unable or unwilling to fund GitHub usage costs

THEN the number of users, and therefore the volume of code and products available within the service will stagnate

RESULTING IN poor Solutions Exchange representation of the valuable work taking place in NHS in Wales, lower uptake of the service, duplicated efforts, siloed working, failure to realise benefits

**Mitigating Actions**: Communications with budget holders to set out anticipated costs for them to cover existing GitHub usage. Communicate value of GitHub via user testimonials and usage metrics

* IF stakeholder requirements are varied, complex or contradictory

THEN the timelines anticipated for development and implementation may be extended

RESULTING IN failure to achieve planned milestones

**Mitigating Actions**: Prioritise functionality into iterations to ensure timely delivery and continuing enhancements to existing product catalogue

* IF recruitment is delayed or not approved

THEN anticipated resource will not be available to achieve the planned timelines

RESULTING IN failure to achieve planned milestones

**Mitigating Actions**: Secure support to streamline recruitment as far as possible

# PROJECT STRUCTURE

## Project Governance

The GitHub GIG Cymru Solutions Exchange project will utilise existing governance arrangements and will report to the GitHub GIG Cymru Product Management Group, the NDR Delivery Group and the NDR Programme Board.

## Project Team & role descriptions

The project team consists of: -

Dan Thorne – Technical Lead

TBC – Data Engineer/Technical Role/Developer

Louise Smith – Project Manager

Chris Habberley – Senior Project Manager

Olivia Mortimer – Senior Communications Officer

Kate Hughes – NDR Engagement Manager

# QUALITY MANAGEMENT APPROACH

## Quality plan

The project team will engage with appropriate assurance mechanisms and leads within DHCW to ensure service users are being met with a quality solution.

Documentation and other resources generated as part of the project will be reviewed by the Project Team, and ratified by project or programme Governance groups where applicable, to ensure a quality approach.

# CHANGE CONTROL APPROACH

Changes to scope are expected, and will be accommodated where possible, where changes support achievement of the objectives set out in this PID.

Where a change is anticipated to have an impact on timelines or achievement of objectives and benefits, this will be communicated via appropriate governance channels, and a revised version of the plan and PID will be re-baselined.

# RISK MANAGEMENT APPROACH

Risks identified during the project will be logged and managed according to the NDR risk management procedures. New and active risks will be triaged and managed through the NDR Risk group which meets weekly, and reported via NDR Delivery Group. Where appropriate, risks can be further escalated to the NDR Delivery Group or NDR Programme Board.

Risks are logged through Canol, and updates recorded through Datix.

# COMMUNICATION MANAGEMENT APPROACH

Project team communications will be managed via the Project Manager. Channels will include Teams and email communications. A weekly project team meeting is used to communicate progress, discuss blockers, and identify risks, opportunities, and agree actions.

Internal communications outside of the immediate project team, as well as external/public communications will be undertaken with involvement from the NDR Engagement Manager and NDR Communications Manager, with content provided by the project team.

A stakeholder mapping exercise and communications plan will be developed for this phase of the project to set out planned activities and responsibilities.

# PROJECT PLAN

## PROJECT MILESTONES

|  |  |
| --- | --- |
| **Milestone** | **Completion By** |
| Project Initiation | May 2025 |
| Stakeholder Identification | May 2025 |
| Stakeholder Requirements Gathering | June 2025 |
| Assurance Requirements (IG/Security/etc) | June 2025 |
| Outline Design and Functional Requirements | June 2025 |
| Review and Iterate Design | July 2025 |
| Complete Design of solutions exchange | August 2025 |
| Approval of assurance workflows | August 2025 |
| Initial Build and QA of Solutions Exchange | September 2025 |
| Build and QA – Iterate | October 2025 |
| Solutions Exchange – Feedback | October 2025 |
| Communications Output | October 2025 |
| Build and QA – Iterate | November 2025 |
| Communications/Training/Awareness raising | November 2025 |
| Stakeholder Evaluation and Feedback | November 2025 |
| Solutions Exchange – Promotion | December 2025 |
| Project Closure and Recommendations | December 2025 |

## RESOURCE PLAN

May 2025 – December 2025

Dan Thorne - 30% WTE

Additional NDR resource – Product Specialist/Data Engineer - %TBC

Louise Smith – 10% WTE

Chris Habberley – 5% WTE

Olivia Mortimer – 5% WTE

Kate Hughes – 5% WTE

# PROJECT CONTROLS

Monitoring project progress versus the planned delivery timeline documented within this PID will be managed through GitHub project team meetings, and updates to Milestones, Risks and Actions will be recorded in Canol/Datix/DHCW PMO tooling by the project manager. Monthly reporting will be provided via Manage My Project for the NDR Delivery Group, and NDR Programme Board. Actions recorded in board meetings will be captured and tracked in Canol. Actions from weekly project team meetings will be captured informally.