

Cyfarfod Bwrdd Cyhoeddus Anarferol Awdurdod Iechyd Arbennig Iechyd a Gofal Digidol Cymru

Thu 14 October 2021, 09:00 - 10:00

Agenda

09:00 - 09:05
5 min

1. MATERION RHAGARWEINIOL

1.1 Croeso a Chyflwyniadau

I'w Nodi

Cadeirydd

1.2 Ymddiheuriadau absenoldeb

I'w Nodi

Cadeirydd

1.3 Datganiad o Fuddiannau

I'w Nodi

Cadeirydd

09:05 - 09:35
30 min

2. AGENDA PRIF

2.1 Adroddiad Caffael Strategol - (Rhwydwaith Gwybodaeth Labordai Cymru) LINC Contract

I'w Gymeradwyo

Prif Swyddog Gweithredu

-  2.1 Strategic Procurement Report - LINC Contract.pdf (6 pages)
-  2.1i Appendix 1 LINC Programme Contract Award P136.02 LIMS.pdf (9 pages)

09:35 - 09:40
5 min

7.MATERION I GLOI

7.1 Unrhyw Faterion Brys Eraill

I'w Draford

Cadeirydd

7.2 Dyddiad y Cyfarfod Nesaf : 25 Tachwedd 2021

I'w Nodi

Cadeirydd

DIGITAL HEALTH AND CARE WALES

STRATEGIC PROCUREMENT REPORT – LABORATORY INFORMATION NETWORK CYMRU (LINC) CONTRACT

Agenda Item	2.1
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Name of Meeting	SHA Board
Date of Meeting	14 October 2021

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Michelle Sell, Chief Operating Officer
Prepared By	Katharine Fletcher, Strategic Procurement Lead
Presented By	Michelle Sell, Chief Operating Officer

Purpose of the Report	For Approval
Recommendation	
The Board is being asked to:	
APPROVE the Contract Award for the Laboratory Information Management System (LIMS).	

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Acronyms	
DHCW	Digital Health & Care Wales
LIMS	Laboratory Information Management System
MSA	Master Services Agreement
FBC	Full Business Case
LINC	Laboratory Information Network Cymru
IM&T	Information Management & Technology
VAT	Value Added Tax

1 SITUATION/BACKGROUND

- 1.1 The Commercial Services Team, within the Engagement and Digital Transformation Services Directorate, in Digital Health and Care Wales (DHCW) manage a range of contracts supporting both National services and the internal requirements of the organisation itself. The procurement of these contracts is also led by the Team, which includes several staff from the NHS Wales Shared Services Procurement Service.
- 1.2 In accordance with the scheme of delegation in DHCW's Standing Financial Instructions Contracts to be awarded with a total contract value in excess of £750,000.00 (excl. VAT) will be presented for the Board's approval.

2 SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 Set out at Appendix 1 is the Contract Award Approval for the consideration of the Board:
Laboratory Information Management System (LIMS) – P136.02, awarded to Citadel Health via a Competitive Dialogue Procedure.

2.2 Laboratory Information Management System (LIMS)

Digital Health and Care Wales, acting on behalf of the NHS Wales Health Collaborative, Laboratory Information Network Cymru (LINC) Programme and NHS Wales Organisations (including Local Health Boards and NHS Trusts) has undertaken a procurement of a Master Services Agreement for a Laboratory Information Management System (LIMS). It replaces the current Laboratory Information Management Solution Agreement (terminating in June 2025).

The new contract will deliver a new 'Service' comprising of Laboratory Information Management System (LIMS), associated software, infrastructure, and services.

The contract will meet the current and future requirements of the Pathology Service across Wales in line with the strategic direction for Pathology Services (Statement of Intent).

2.2.1 Contract Form

The contract form is a Master Services Agreement (overarching Framework) and Deployment Orders (local contracts). The Master Services Agreement is held by Digital Health and Care Wales (the 'Authority'). It sets out the terms and conditions governing the agreement which "flow down" into the Deployment Orders that are held by each participating Health Board and Trust. It sets out the functional and technical scope of the requirements and support provisions on a national basis. Deployment Orders are the mechanism for calling off requirements from the MSA. A Deployment Order is required per organisation and this creates a direct contractual relationship between the supplier and the Health Board / Trust. Via this contractual approach any risks in relation to implementation, annual running and charges are covered under the Deployment Order and therefore managed by the Health Board / Trust. There are remedies provisioned within the Deployment Orders for supplier and Health Board / Trust caused delays. Any aspect of non-performance resides between the Health Board / Trust and the supplier.

2.2.2 Contract Term

The contract term via the Master Services Agreement (MSA) is for a period of seven (7) years with an option to extend (on an annual basis in one-year increments) up to a maximum contract period of nine (9) years.

2.2.3 Deployment Order Term

The Deployment Orders will 'flow down' from the Master Services Agreement and each Health Board / Trust will have a deployment order for a period of five (5) years with an option to extend (on an annual basis in one-year increments) up to a maximum contract period of seven (7) years. The exception to this is the first Health Board to 'Go Live' as the first Deployment Order will include the All-Wales license (that includes the design, development, configuration and deployment of the system) will be for the contract term of seven (7) years with an option to extend (on an annual basis in one-year increments) up to a maximum contract period of nine (9) years.

2.2.4 Contract Value

The contract value for the maximum term of nine (9) years for all Health Boards / Trusts is **£15,963,586.00** ex VAT. Budget for this service has been allocated by Welsh Government via the approval of the Full Business Case (FBC) and by the Health Boards / Trusts via their Deployment Orders.

2.2.5 Contractual Risk

The contract has been structured to minimize risk to DHCW and the Health Boards and Trusts in the following ways:

A comprehensive and robust set of terms and conditions underpin the LIMS Agreement developed by the Crown Commercial Services for use by the public sector in complex IM&T investments. The key terms include:

- Detailed requirements definition.
- Remedies for contractual delay.
- Indemnities, warranties, clearly defined liabilities.
- Ability to terminate for contractual breach.
- Deployment Orders for each Health Board / Trust.
- Phased payment model based on milestones achievement.

3 KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

3.1 The Contract Award recommendation for the Board's approval is relating to the Laboratory Information Management System (P136.02), in respect of which:

- (i) The procurement has been undertaken in accordance with the requirements of DHCW's Standing Financial Instructions, including Public Contract Regulations 2015 Competitive Dialogue Procedure, as assured by the Chief Operating Officer: and
- (ii) The LINC Programme Board comprising of key subject matter experts and senior representatives from the Health Boards/ Trusts have approved the procurement strategy and approach, including the selection and evaluation processes and the award recommendation, as assured by the Chief Operating Officer; and
- (iii) All of the applicable Health Boards and Trusts have confirmed their approval of the Full Business Case through their Boards and have confirmed their commitment to the Programme in relation to the following:
 - a. *The level of business change required to support the standardisation of services as far as possible to deliver a modern, high quality, safe and sustainable pathology service.*
 - b. *Establish a Local Deployment Project to oversee the deployment of the new LIMS Service and ensure the pathology service has the support and resources it requires to contribute to the LINC Programme and deploy the new LIMS service as agreed in the deployment plan.*
 - c. *The programme, contract, and service management arrangements in accordance with the LINC organisational governance arrangements and the Master Services Agreement.*

- d. Sign our local Deployment Order that sets out the local requirements that the Contractor will be required to deliver as part of the Contract.
- e. Include LINC in our integrated medium-term plan (IMTP).
- f. Enable our pathology services to contribute to the development, testing and validation of the new LIMS Service.
- g. Release our staff for training in the new LIMS Service. ¹

- (iv) Funding of the Agreement is via capital and revenue that was agreed in the Full Business Case will flow down via the Deployment Orders to the Health Boards /Trusts.
- (v) The resources required to deliver these Services from a DHCW perspective are included within the Annual Plan and will be reflected in the Integrated Medium-Term Plan for 2022-25.

4 RECOMMENDATION

4.1 The Board is being asked to:

APPROVE the Contract Award as detailed in Appendix 1.

5 IMPACT ASSESSMENT

STRATEGIC OBJECTIVE	All Objectives apply
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CORPORATE RISK (ref if appropriate)	
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WELL-BEING OF FUTURE GENERATIONS ACT	A healthier Wales
If more than one standard applies, please list below:	

DHCW QUALITY STANDARDS	N/A
If more than one standard applies, please list below:	

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS/IMPACT	Yes, please see detail below Addressed in the contractual agreement.
LEGAL IMPLICATIONS/IMPACT	Yes, please see detail below As set out in the contractual agreement.
	Yes, please see detail below

¹ Text extracted from the letters submitted to the LINC Programme from each Health Board / Trust

FINANCIAL IMPLICATION/IMPACT	As agreed in the Full Business Case.
WORKFORCE IMPLICATION/IMPACT	Yes, please see detail below As agreed in the Full Business Case.
SOCIO ECONOMIC IMPLICATION/IMPACT	No. there are no specific socio-economic implications related to the activity outlined in this report

HEALTH CARE STANDARD	Safe Care
If more than one standard applies, please list below:	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: Not applicable
No, (detail included below as to reasoning)	Outcome: Not Applicable
Statement: Not Applicable	

[Workforce EQIA page](#)

APPROVAL/SCRUTINY ROUTE:		
Person/Committee/Group who have received or considered this paper prior to this meeting		
COMMITTEE OR GROUP	DATE	OUTCOME
Julie Francis – Head of Commercial Services	01/10/2021	Approved
Michelle Sell – Chief Operating Officer	01/10/2021	Approved
Claire Osmundsen-Little – Executive Director of Finance	05/10/2021	Approved
Helen Thomas – Chief Executive	05/10/2021	Approved



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COMMITMENT OF EXPENDITURE EXCEEDING CHIEF EXECUTIVE'S LIMIT / BUSINESS JUSTIFICATION

Scheme Title	Laboratory Information Management System (P136.02)
Supplier	Citadel Health
Contract Awarded for Use by	All Wales
Date Prepared	17 th September 2021
Prepared By	Katharine Fletcher
Scheme Sponsor	Michelle Sell, Chief Operating Officer

All proposals must be consistent with the strategic and operational plans of Digital Health and Care Wales ("DHCW").

1. DESCRIPTION OF GOODS / SERVICES / WORKS

Digital Health and Care Wales, acting on behalf of the NHS Wales Health Collaborative, Laboratory Information Network Cymru (LINC) Programme and NHS Wales Organisations (including Local Health Boards and NHS Trusts) has undertaken a procurement of a Master Services Agreement for a Laboratory Information Management System ("LIMS"). It is a replacement solution for the Laboratory Information Management Solution Agreement TrakCare Lab provided by InterSystems Corporation Ltd. The term of this contract which was awarded in 2010 is due to end in June 2025. Via a robust procurement an award recommendation has been made to Citadel Health (further details are provided below).

Contract Form

The contract form is a Master Services Agreement (a call off arrangement setting out a standard requirement set and associated standard terms and conditions of contract). The term of the Master Services Agreement is 7 years with options to extend annually up to a maximum term of 9 years. Each Health Board/Trust will call off its own direct contract with the contractor via a Deployment Order that will run for a period of five (5) years with an option to extend (on an annual basis in one-year increments) up to a maximum contract period of seven (7) years. The exception to this is the first Health Board to 'Go Live' as the first Deployment Order will include the All-Wales license (that includes the design, development, configuration and deployment of the system) will be for the contract term of seven (7) years with an option to extend (on an annual basis in one-year increments) up to a maximum contract

period of nine (9) years. The Deployment Orders will endure past the end of the Master Services Agreement.

Aims

The aim of the procurement is to deliver a new Service comprising a Laboratory Information Management System (LIMS), associated software, infrastructure, and services that meet the current and future requirements of the Pathology service across Wales.

The objectives of the procurement are summarised as follows:

- Procure a future proofed Laboratory Information Management System to replace all existing systems currently operational across NHS Wales.
- Procure a Service that provides 'value for money'.
- Meet the requirements as defined in the Master Services Agreement and its Schedules.
- Meet national information and business strategies.
- Enable the transformation of Pathology services.
- Meet the spending objectives.
- Deliver the identified benefits (see section 4 below).

Procurement Process and Recommendation

Following the conclusion of a Competitive Dialogue procedure, the LINC Programme Board approved the recommendation that '**Citadel Health**' should be appointed to the new Master Services Agreement for a period of seven (7) years with an option to extend (on an annual basis in one-year increments) up to a maximum contract period of nine (9) years

The new solution will be a key deliverable towards meeting the Pathology Statement of Intent, a national plan to modernise Pathology services across Wales by the Welsh Government.

1.1 Nature of contract: <small>Please indicate with a (x) in the relevant box</small>	First time	<input type="checkbox"/>	Contract Extension	<input type="checkbox"/>	Contract Renewal	<input checked="" type="checkbox"/>
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1.2 Period of contract including extension options:

Expected Start Date of Contract	1 st November 2021
Expected End Date of Contract	31 st October 2028
Contract Extension Options (E.g., maximum term in months)	Twenty-Four (24) months Maximum Contract term for MSA including extension provisions is 108 months (9 years)



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2. STRATEGIC FIT

2.1 VISION AND OUR STRATEGIC PILLARS

This scheme should relate to at least one of the SHA's four strategic goals. Please mark with a (x) in the box the relevant pillars for this scheme.

Vision: Delivering information and technology for better care. We will deliver to the people of Wales first-class digital health and care services which will enable more effective, efficient, safer decision-making by providing access to content-rich, person-focused health and care data and information.

Goal 1: Mobilise digital transformation by building on our foundations of data protection, infrastructure and information availability and flow - opening up our architecture to enable faster, consistent sharing of data with partners and suppliers	<input checked="" type="checkbox"/>
Goal 2: Support the modernisation of clinical specialties and healthcare processes through delivering dedicated high-quality digital services	<input checked="" type="checkbox"/>
Goal 3: Empower staff and patients by combining data from many systems to form a comprehensive digital health and care record accessible anywhere, when needed, via easy to navigate digital entry points	<input checked="" type="checkbox"/>
Goal 4: Enable users to derive value from data collected from national and local systems through Big Data Analysis	<input checked="" type="checkbox"/>

2.2 INTEGRATED MEDIUM-TERM PLAN

Is this scheme included in the SHA's Integrated Medium Term Plan?	Yes	No
	<input checked="" type="checkbox"/>	<input type="checkbox"/>
If not, please explain the reason for this in the space provided. N/A		

2.3 SHAPING OUR FUTURE WELLBEING OBJECTIVES

This scheme should relate to at least one of the SHA's wellbeing objectives. Please mark with a (x) in the box the relevant objectives for this scheme.

Reduce health inequalities, make it easier to access the best possible healthcare when it is needed and help prevent ill health by collaborating with the people of Wales in novel ways.	<input checked="" type="checkbox"/>
Improve the health and well-being of families across Wales by striving to care for the needs of the whole person.	<input checked="" type="checkbox"/>
Create new, highly skilled jobs and attract investment by increasing our focus on research, innovation, and new models of delivery.	<input checked="" type="checkbox"/>
Deliver bold solutions to the environmental challenges posed by our activities.	<input checked="" type="checkbox"/>

Bring communities and generations together through involvement in the planning and delivery of our services.	<input type="checkbox"/>
Demonstrate respect for the diverse cultural heritage of modern Wales.	<input type="checkbox"/>
Strengthen the international reputation of the SHA as a centre of excellence for teaching, research and technical innovations whilst also making a lasting contribution to global well-being.	<input checked="" type="checkbox"/>
2.4 FIVE WAYS OF WORKING (SUSTAINABLE DEVELOPMENT PRINCIPLES) CONSIDERED Please mark with a (x) in the box the relevant principles for this scheme. Click here for more information	
Prevention	<input type="checkbox"/>
Long Term	<input checked="" type="checkbox"/>
Integration	<input checked="" type="checkbox"/>
Collaboration	<input checked="" type="checkbox"/>
Involvement	<input type="checkbox"/>

3. PROCUREMENT ROUTE

3.1 How is the contract being procured? Please mark with a (x) as relevant.

Competition Three (3) Quotes <input type="checkbox"/> Formal Tender Exercise <input type="checkbox"/> Mini Competition <input type="checkbox"/> Find a Tender <input checked="" type="checkbox"/> <small>(replaces OJEU, Public Contract Regulations 2015 still apply)</small>	Single source Single Quotation Action <input type="checkbox"/> Single Tender Action <input type="checkbox"/> Direct call off Framework <input type="checkbox"/> All Wales contract <input type="checkbox"/>
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3.2 Please outline the procurement procedure.

This procurement was undertaken via the Public Contract Regulations 2015 Competitive Dialogue procedure.

3.3 What has been the approximate timeline for procurement?

Activity	Date
LINC Programme Board approval of Contract Schedules	12/12/2019
Contract Notice and PQQ Issued	23/01/2020
PQQ Response Deadline	27/02/2020
LINC Programme Board Approve 'Longlisting' Report	24/03/2020
Bidder Longlisting Notification (5 bidders)	25/03/2020
Issue Invitation to Participate in Dialogue ('ITPD') document	02/04/2020
Bidder Briefing Day	08/04/2020
Response Deadline for 'ITPD'	18/06/2020
ITPD Evaluation Days	13–24/07/2020

Bidder Demonstration Days	27–31/07/2020
LINC Programme Board Approve ‘Shortlisting’ Report	11/08/2020
Bidder Shortlisting Notification (3 bidders)	12/08/2020
Functional and Technical Dialogue (Round 1)	07-23/09/2020
Supplier Site Visits	25/9 – 2/10/ 2020
OP/Gov and CLF Dialogue (Round 1)	06-16/10/2020
Functional and Technical Dialogue (Round 2)	12-20/11/2020
OP/Gov and CLF Dialogue (Round 2)	26/11 – 4/12/2020
LINC Programme Board Approve ISFT and Trial Documents	17/12/2020
Issue Trial Invitation to Submit Final Tender (‘ISFT’)	18/12/2020
Response Deadline for ‘Trial ISFT’	14/01/2021
Trial ‘ISFT’ Evaluation Days	01-10/02/2021
Trial ‘ISFT’ Bidder Feedback Days	11-12/02/2021
LINC Programme Board Approve Final ISFT Documents	16/02/2021
Issue ISFT	23/02/2021
Response Deadline for ISFT	09/03/2021
ISFT Evaluation Days	23/03 – 01/04/2021
LINC Programme Board Award Recommendation (Final Clarifications)	20/04/2021
LINC Programme Board Approve Award Recommendation after Clarification Meeting	15/06/2021
Issue Standstill Letters	15/06/2021
End of Standstill Period	25/06/2021

4. BENEFITS (Quantifiable / Non-Quantifiable)

4.1 Outline benefits of preferred option

The continuation of the Laboratory Information Management System (LIMS) is critical to NHS Wales and it will ensure patient services are not interrupted.

The Full Business Case for the proposed investment identify benefits that will be supported by the new LIMS. Some of the identified non-financial benefits are:

- The new system will maintain the benefits of a single LIMS platform with improved service management, that will lead to improved response times.
- Procurement objective is to deliver benefits that improve patient care, safety, and outcomes.
- End to End Solution – a single, standardised LIMS configuration across Wales.
- Standardisation will lead to improved clinical safety.
- NHS Wales to commit to the benefits of standardisation.
- Reduced error rates will lead to improved clinical safety.
- An end-to-end managed service and better business intelligence will result in better management of service support and improved response time.



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- Improved turnaround times will enable optimisation of diagnostics on single cancer pathway contributing to 62-day target and improving patient outcomes, patient results will be easier to compare with standardisation.
- Patient results will be easier to compare with standardised reference ranges across laboratories.

The FBC identified £1.8m cash releasing benefits per annum, the quantifiable financial benefits relate to:

- Fewer repeat tests will reduce costs and improve patient safety.
- Reduced processing time for test requests will release workforce time providing additional capacity to meet growing demand.
- Reduced time spent processing tests outside of Wales, NPEx offers electronic end to end solutions for test requests outside of Wales.
- Reduce time spent processing referrals.
- Service has capacity to meet the growing demand (service growing 4.3% per year since 2015).

5. RISKS & MITIGATION

5.1 Please state risks of not proceeding with the scheme	5.2 Please state any mitigation to reduce the risk if the scheme is not approved
If the scheme is not approved there will be no continuation of the Laboratory Information Management System to NHS Wales, and this will have a detrimental impact on patient services.	Not applicable for the reasons outlined in 5.1

6. FINANCIAL ANALYSIS

Maximum expected whole life cost relating to the award of contract	Excluding VAT (£) £15,963,586.00	Including VAT (£) £19,156,303.20
The nature of spend	Capital <input checked="" type="checkbox"/>	Revenue <input checked="" type="checkbox"/>
How is the scheme to be funded? Please mark with a (x) as relevant.		
Existing budgets	<input checked="" type="checkbox"/>	
Additional Welsh Government funding	<input checked="" type="checkbox"/>	

02920 500 500

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Other



[If you have selected 'Other' – please provide further details] N/A

EXPENDITURE CATEGORY	Capital	Revenue	Total (exc. VAT)
Total Solution Costs	£9,345,496	£6,618,090	£15,963,586

The anticipated expenditure reflects the anticipated Deployment Order phasing and is a maximum on the assumption that each deployment order operates for the maximum five (5) + one (1) + one (1) year term i.e. 7 years in total.

Please note that whilst the Master Services Agreement will expire after nine (9) years the Health Board Deployment Order(s) will endure beyond this time (dependent upon date of implementation) resulting in expenditure beyond the term of the Master Services Agreement.

7. DECLARATION OF COMPLIANCE

7.1 Procurement Approval

The Head of Commercial Services / Delegated Authority has approved the procurement route and confirms that policies and procedures have been followed.

**Head of Commercial
Services:**

Julie Francis

Signature:

04/10/2021

X Julie Francis

Julie Francis

Head of Commercial Services

Signed by: Julie Francis (JU000244)

7.1 Director Approval

The Lead Director, by providing email confirmation, to seek Board approval is making a declaration that all procurement rules, standing orders and standing financial instructions have been complied with. DHCW's Commercial Services Team retain this confirmation electronically in the tender file.

Lead Director Name:

Michelle Sell

Signature:

05/10/2021

X Michelle Sell

Michelle Sell

Chief Operating Officer

Signed by: Michelle Sell (MI000317)

Directorate:

Executive Director of Finance Approval

The Director of Finance, by providing email confirmation, to seek Board approval is making a declaration that all budgetary and financial matters in respect of this decision have been considered and complied with.

Lead Director Name:

Claire Osmundsen-Little, Executive Director of Finance

Signature:

05/10/2021

X 

Claire Osmundsen-Little

Executive Director of Finance

Signed by: Amanda Murray (Am208426)

Directorate:

Finance and Business Assurance

8. APPROVALS AND ASSURANCE RECEIVED

	Date of Meeting	Outcome
LINC Programme Board	15 th June 2021	Approved
Welsh Government Full Business Case Approval	14 th September 2021	Approved
DHCW Board	14 th October 2021	TBC

9. CONFIRMATION OF DHCW BOARD APPROVAL

Where approval by the Board is granted, signature by the Chair of the Board of this document is required as the formal record of such approval and is to be witnessed by at least one (1) Independent Member.

The Digital Health and Care Wales Board has approved the award of this agreement for the durations and values (including extensions and options) as set out in this paper at its meeting of 14th October 2021.

Chair of DHCW Board:

Signature:

Date:

Independent Member:

Signature:

Date:

Chief Executive Officer:

Signature:

Date: