



**PWYLLGOR DIGIDOL, DATA AC ARLOESI  
DIGITAL, DATA AND INNOVATION COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	21 April 2026
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Digital Partner Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Executive Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Anthony Tracey, Digital Director

<b>Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)</b>
Er Sicrwydd/For Assurance

**ADRODDIAD SCAA  
SBAR REPORT**

Sefyllfa / Situation

The purpose of this paper is to provide the Committee an update on the digital partner to support its digital transformation initiatives. This report outlines the spending and impact of the digital partner in line with Board-approved programmes.

Cefndir / Background

Working with our new strategic partner (CGI) we are in the process of accelerating the project plans towards deployment, as well as developing the technical integration layer required to deploy the foundational systems in line with the timescales previously outlined to the Executive Team. The digital transformation initiatives are part of Hywel Dda University Health Board's (HDdUHB's) Strategic Plan to enhance patient care and operational efficiency through technology.

In addition to those listed above, HDdUHB has also invested in various digital programmes aimed at improving patient care pathways, data accessibility, and patient safety. These programmes include the Hybrid Print and Post, and Digitalisation of Records, which are part of the broader strategy to digitise healthcare services.

Overall, these digital transformation initiatives are designed to modernise healthcare delivery, improve operational efficiency, and enhance patient care through the strategic use of technology.

Asesiad / Assessment

**Partnership Charter**

At our last meeting, we discussed the importance of demonstrating how we are operating as an intelligent client in our partnership with CGI, ensuring that both parties derive maximum value from the relationship. In response, we have been collaborating closely with CGI to develop a formal "Partnership Charter" that sets out our shared approach and commitments.

The Partnership Charter between CGI and Health Board will set out the 10-year strategic collaboration aimed at transforming healthcare services across Mid and West Wales. The vision is to enable HDdUHB to become a fully digitally enabled Health Board, empowering excellence in care for patients and communities. This long-term partnership is designed to leverage digital innovation, enhance operational efficiency, and deliver patient-centered healthcare solutions.

The partnership establishes CGI as the Digital Partner for HDdUHB, with a focus on delivering innovative, sustainable, and impactful digital solutions. The guiding principles underpinning this relationship include collaboration, innovation, transparency, accountability, patient-centricity, and simplicity. Both organisations commit to fostering a culture of mutual respect, open communication, and teamwork, ensuring that all initiatives prioritise the well-being and experience of patients.

The Charter outlines a broad scope of collaboration, covering digital transformation initiatives, data integration and analytics, training and capacity building, innovation projects, cybersecurity, and social value. The partnership aims to co-create and deliver technology solutions that improve healthcare delivery, optimise operational efficiency, and contribute to the local economy by putting people at the heart of partnership activities.

Roles and responsibilities will be clearly defined, with CGI providing technical expertise, programme management, and ongoing transformation governance, while Hywel Dda sets strategic objectives, facilitates access to data and stakeholders, and ensures organisational readiness. The governance structure includes monthly executive steering groups and weekly project updates, supported by robust reporting, risk management, and escalation protocols. Key artefacts such as programme definition documents, plans, blueprints, and benefits realisation plans are used to ensure alignment and transparency.

The Charter emphasises shared values, such as partnership, quality, integrity, respect, and outlines expected behaviours including openness, professionalism, cooperation, and continuous improvement. Success is measured through periodic reviews, satisfaction surveys, and formal assessments against agreed principles and behaviours. Both parties are committed to resolving differences through discussion and negotiation, making efficient use of resources, and providing early warnings of any issues that could impact shared objectives. This structured approach ensures that the partnership remains dynamic, responsive, and aligned with the evolving needs of the Health Board and the communities it serves.

### **Expenditure**

The costs associated with these work packages are necessary for achieving the desired outcomes. The investment in CGI's services is expected to bring significant value to HDdUHB by enhancing digital capabilities, improving patient care pathways, and ensuring the successful deployment of foundational systems. The financial commitment reflects the Health Board's dedication to modernising healthcare delivery and leveraging technology to improve operational efficiency and patient care.

The costs associated with the CGI work packages are detailed in Appendix 1. Overall expenditure with CGI totals £1,542,649, of which £462,073 was supported through external funding, reducing the direct financial impact on the Health Board.

### **Argymhelliad / Recommendation**

The Committee is requested to **take assurance** on the content of the Digital Partner Update report and the Digital Charter approach.

<b>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.1 Seek assurance on the direction, development and delivery of the Health Board's digital, data and information governance strategies to drive change and transformation in line with the Health Board's Annual Plan/Integrated Medium Term Plan (IMTP) that will support modernisation through the use of information, data and digital technology.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termau: Glossary of Terms:	Included within the main body of the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi	Digital Development and Innovation Committee (DDIC) Executive Team

Parties / Committees consulted prior to Digital, Data and Innovation Committee:	
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Value cases will be assessed for each individual business cases prior to utilising the supplier. A wider strategic benefit will be that the healthcare systems will be more efficient, processes are faster, and wasteful processes can be decreased or eliminated supporting longer-term sustainability for the health board.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	<p>The implementation of the transformation and digital enablement plan, will provide the following positive impact on quality and patient care:</p> <ul style="list-style-type: none"> <li>• Patient safety increased - Increased timeliness and availability of relevant clinical information decreased transcription errors and decreases risk to patients' safety</li> <li>• Positive patient outcomes increased - Easy access increases speed and of diagnosis, care, treatment plan and onward referral</li> <li>• Patient confidence increased - The availability and targeting of accurate and relevant information at the point of contact</li> <li>• Reducing delay, improving waiting times and access to treatment</li> </ul>
<b>Gweithlu: Workforce:</b>	Having a modern digital system, will attract and retain the workforce within the Health Board. A key component of this work is the assessment of operational readiness for organisational and digital change, the digital roadmap required and recommended service redesign principles for a whole system approach, which will enable the change the workforce urgently need. As part of the transformation plan there will be a change management, service redesign and digital enablement programme designed to co-produce and design services for people through a professional integrated and upskilled workforce across health and care.
<b>Risg: Risk:</b>	Without the necessary investment in transformation and digital there is a risk that the current complex system will become even slower stifling innovation that the Health Board has progressed and urgently needs.
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Enw Da: Reputational:</b>	The ambitious transformation and digital enablement plan will progress the Health Board forward to becoming a fully integrated digital organisation, and propelling Hywel Dda to become the first system-wide digital exemplar within NHS Wales.
<b>Gyfrinachedd: Privacy:</b>	At the centre of the transformation and digital enablement plan is inclusivity, and the requirement to ensure that staff,

	patients, and the people of our region are included in the development of any service with strong information governance and cyber security.
<b>Cydraddoldeb: Equality:</b>	Not applicable

## Appendix 1

Work Package Number	Title	Cost	Detail
WP29	Rhapsody Support	£22,550	A 7-month extension to CGI's existing integration support, adding second-line application support for Rhapsody (incident investigation and resolution), as an interim measure until a longer-term strategic solution is implemented.
WP9	Shadow Information Technology (IT) Discovery and Assessment	£87,120	<p>The high-level scope of the discovery exercise will include:</p> <ul style="list-style-type: none"> <li>• Eliminating redundant tools – Reduce costs associated with duplicate software and unnecessary licensing.</li> <li>• Improving interoperability – Standardised digital environments prevent siloed systems and fragmented workflows.</li> <li>• Reducing Shadow IT support burden – IT team spends less time troubleshooting (or picking up) unauthorised apps and can focus on strategic initiatives.</li> <li>• Reducing potential for data breaches – Unauthorized applications often lack enterprise-grade security controls, making them prime targets for cyber threats.</li> <li>• Encouraging innovation through appropriate processes – the business is encouraged to propose new tools through official processes, ensuring better security and scalability.</li> </ul>
WP38	Artificial Intelligence (AI) Readiness Assessment	£99,602	conduct an 8-week AI readiness assessment, which will provide a comprehensive, structured approach to evaluating the Authority's AI readiness and make recommendations for the establishment of a robust AI governance framework to guide responsible, ethical, and scalable AI implementation.
WP36	Welsh Community Care Information System (WCCIS) Procurement Support <i>(external funded)</i>	£250,000	The procured system will need to transform all community, therapy and mental health service delivery by staff having a single view of the patient record (including data from third parties such as Social Care) and automated workflow.
WP1.6	Strategic Advice and Guidance 2026	£148,625	<p>This work package will be based upon a call off order as part of daily live service operation, providing access to key resources and the generation of key programme artefacts and business readiness activities. Involving roles including but not limited to:</p> <ul style="list-style-type: none"> <li>• Senior Solution Architect</li> </ul>

Work Package Number	Title	Cost	Detail
			<ul style="list-style-type: none"> <li>• Senior Business Analyst</li> <li>• Managing Architect / workstream lead</li> <li>• Enterprise Architect</li> <li>• Project / Service delivery manager</li> <li>• Project Management Office support</li> </ul>
WP1.7	Patient Service Centre Procurement	£282,690	Procurement support to select a PSC supplier/solution (including requirements capture, ITT/RFP pack, running the competition, evaluation/moderation, and preparing the procurement outcome recommendation).
WP28.2	Azure Support	£57,812	This work package will include the cost of 12-months of support and associated licensing for the Contractor's MS Azure environment and MS Sentinel tooling.
WP28.1	Cyber Security Operations Centre (SOC) Monitoring	£53,570	This Work package is for the provision of the appropriate Cyber Security monitoring and security assurance activities to be setup and maintained for the first year of operational service.
WP31	ITSM Capability Assessment	£11,518	<p>IT Service Management (ITSM) capability assessment</p> <ul style="list-style-type: none"> <li>• Establish a baseline of ITSM process maturity across core practices.</li> <li>• Identify priority improvement areas that deliver value and risk reduction.</li> <li>• Define the risks and dependencies associated with current maturity levels.</li> <li>• Produce a practical roadmap for maturing service management capability.</li> <li>• Capture Authority and stakeholder perceptions to ensure improvement is user centred.</li> <li>• Determine where the Contractor can add value in operational, design, and consultancy capacities to strengthen overall service management maturity.</li> </ul>
WP23	AI Transformation Value Assessment - Radiology	£131,190	<p>Value Assessment (Phase 1) activities required to enable the co-design and implementation of a set of priority AI use cases across target Authority Departments.</p> <p>These activities will deliver:</p> <ul style="list-style-type: none"> <li>• A volumetrics assessment and set of value propositions aligned to each of the five priority AI use cases identified in the Radiology (two) and Urgent &amp; Emergency Care (three) workshops</li> <li>• An additional set of outputs for Radiology, selected for a deeper dive to illustrate the next step in a structured engagement model that will establish a replicable pattern for other departments, supporting a scalable and interoperable deployment to follow. These additional outputs will include:</li> </ul>

Work Package Number	Title	Cost	Detail
			<ul style="list-style-type: none"> <li>o High-level to-be process maps for the two priority AI use cases in Radiology</li> <li>o Technology recommendations and associated ROM costs aligned to this priority use cases</li> <li>o Return on Investment (ROI) position for each of the above technology recommendations to support development of a strategic outline business case</li> </ul>
WP28	Service Desk & ITSM initiation	£162,239	Technical application support for the Mirth integration platform and integration messaging services at second and third levels, to ensure the continued running of the Integration Layer solution, and timely resolution of incidents. Used for Patient Flow, eObservations and Electronic Prescribing and Medicines Administration (ePMA)
WP27	Azure Infrastructure Assessment and Solution	£15,320	provide a resource for operational Azure support & will also provide a resource for Azure architectural support on an ad-hoc basis to work alongside the operational team from a design review perspective.
WP25 CCN	Staff Augmentation <i>(external funded)</i>	£3,850	Project Manager (PM) support for the Open Eyes implementation
WP25	Staff Augmentation <i>(external funded)</i>	£59,400	PM support for the Open Eyes implementation
WP25 CCN	Addition of Business Change Support for ePMA <i>(external funded)</i>	£69,480	Additional PM Support to accelerate programme delivery
WP2 CCN	Addition of CGI delivery resources <i>(external funded)</i>	£79,343	Additional PM and technical Support to accelerate programme delivery
WP40	Safehand Safety Training	£8,160	This has included the training and development of a number of clinical and project staff in clinical safety, strengthening organisational capability to identify, assess and manage clinical risk associated with digital systems and change. This has supported safer system design, implementation and assurance, and reinforced clinical safety as a shared responsibility across digital, clinical and programme teams.
<b>Total</b>		<b>£1,542,469</b>	





# Partnership Charter

CGI & Hywel Dda University Local Health  
Board

2025-04-24

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# 1 Partnership Charter

Between:

**CGI IT UK LTD (hereinafter referred to as “CGI”)**

A company incorporated in England & Wales under number 947968, whose registered office is at 14th Floor, 20 Fenchurch Street, London EC3M 3BY, United Kingdom

And:

**Hywel Dda University Local Health Board of Ystwyth, Hafan Derwen, St David’s Park, Carmarthen SA31 3BB (hereinafter referred to as “Hywel Dda”)**

## 1.1 Vision

A 10-year partnership to transform healthcare services across Mid and West Wales, through jointly achieving the goal of Hywel Dda becoming a fully digitally enabled health board, empowering excellence in care for patients and communities across the region.

## 1.2 Purpose of the Partnership

The purpose of this partnership is to establish CGI as the Digital Partner for Hywel Dda, strengthening the existing relationship to deliver innovative, sustainable, safe and impactful solutions that align with Hywel Dda’s vision for the future.

This partnership aims to:

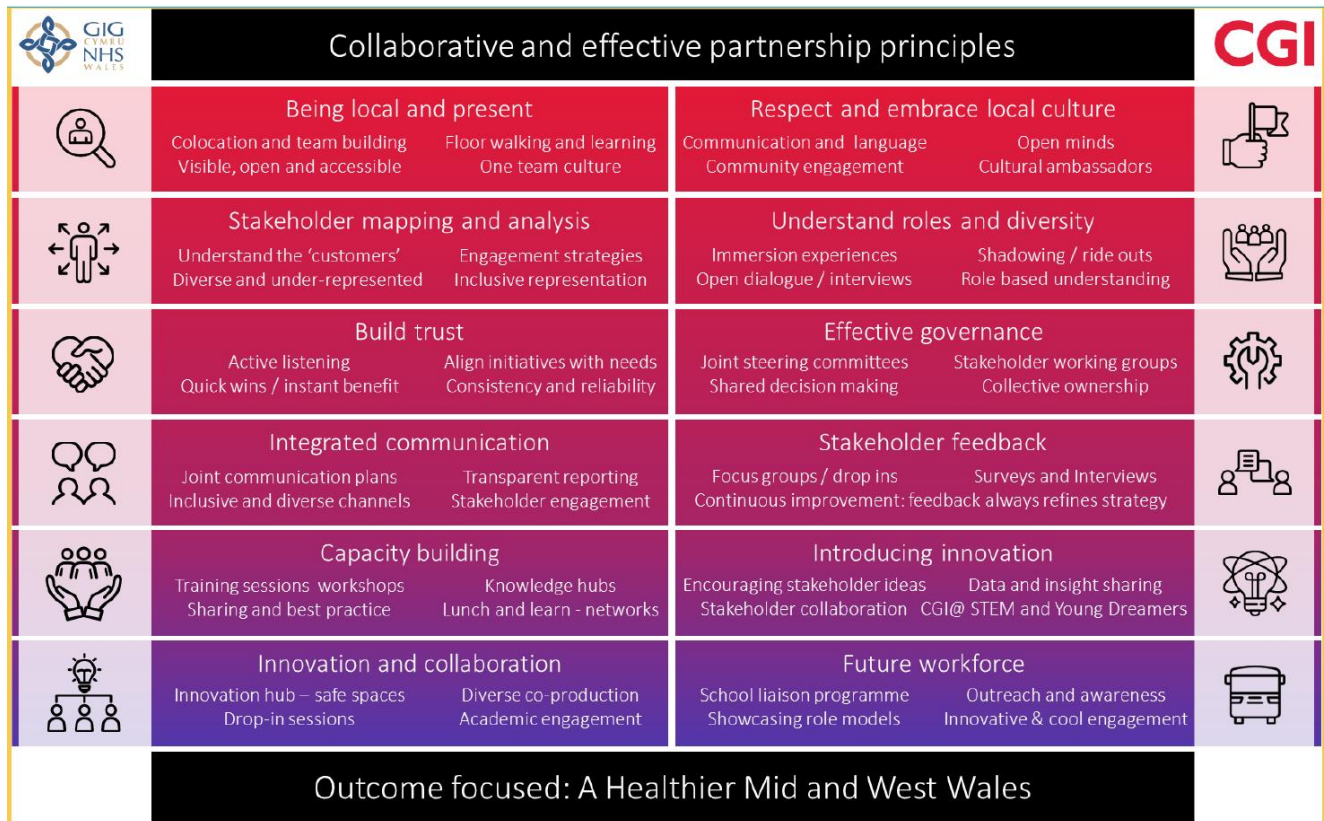
1. Enhance Hywel Dda’s digital capabilities to support efficient, patient-centred healthcare services.
2. Work with partner vendors to foster innovation and leverage digital technologies to achieve the strategic goals of the Health Board.
3. Promote a collaborative, outcomes-driven approach to improving health services across the region.

## 1.3 Guiding Principles

CGI agrees that it will, through its partnership model with Hywel Dda, always act as a Trusted Advisor and work collaboratively towards the Health Board’s strategic goals, doing so through applying the following guiding principles:

1. Collaboration: Foster a culture of mutual respect, open communication, and teamwork.
2. Innovation: Commit to exploring and implementing innovative digital solutions.
3. Transparency: Ensure open and honest communication regarding goals, progress, and challenges.
4. Accountability: Remain accountable for agreed responsibilities and deliverables.
5. Patient-Centricity: All initiatives will prioritize the well-being and experience of patients.
6. Simplicity: Creating solutions that make it easier for staff and patients to achieve their goals.

The following diagram highlights the collaborative partnership principles that will support a successful long term strategic partnership for both organisations:



## 1.4 Scope of Collaboration

CGI and Hywel Dda will work together throughout this partnership to achieve the Health Board's strategic objectives, addressing all areas of digital collaboration, including:

1. Digital Transformation Initiatives: Design, develop, and implement technology solutions that improve healthcare delivery.
2. Data Integration: Analytics and Insights: Use data-driven approaches to optimize operational efficiency and patient care, sharing information to create a single view of the patient/citizen.
3. Training and Capacity Building: Enhance digital skills among Hywel Dda staff and citizens to ensure long-term sustainability.
4. Innovation Projects: Co-create and deliver projects to explore new digital healthcare solutions.
5. Cybersecurity: Ensure the integrity and security of all digital systems and patient data.
6. Outcomes and benefits realisation: Agree and track the benefits that should accrue from implemented solutions.
7. Social Value: Promoting a healthier mid & West Wales by putting people at the heart of our partnership activities, contributing to the local economy.

## 1.5 Key Roles and Responsibilities

The Parties have entered into a Framework Agreement signed on the 23<sup>rd</sup> December 2024, for the execution of a Strategic Digital Partnership Framework based on Initial Services and Future Services. CGI will work with Hywel Dda in the provision of such services, based on a division of responsibilities as outlined below.

Service Delivery Option	Description
Retained	Digital operations that are owned and performed by Hywel Dda only, predominantly inflight and tactical projects by nature.
Blended (Hywel Dda led)	Digital operations are owned by Hywel Dda, with Hywel Dda being responsible for leading the delivery of services. Hywel Dda will request any CGI input and/or resources needed to support the change and delivery of the service.
Blended (CGI Led)	Digital operations are owned by Hywel Dda, with CGI having delegated responsibility to deliver services. The Supplier will involve Hywel Dda resources or have Hywel Dda resources assigned to them to deliver the service.
Fully externally delivered by CGI	Digital operations are owned by Hywel Dda, with delegated responsibility to CGI to fully deliver the day-to-day operations, maintenance, performance and decommissioning of the service with no Hywel Dda members supporting the day-to-day delivery of these services. Hywel Dda remain involved in the governance and decision-making of these services.

Expected key roles and responsibilities to be undertaken across the service delivery options are highlighted below:

### **CGI IT UK LTD:**

1. Provide technical expertise, architectural overview, and programme and project management for digital initiatives.
2. Ownership of the digital roadmap, delivering cutting-edge digital tools and platforms tailored to Hywel Dda's operational and strategic needs, ensuring compliance with healthcare regulations and standards.
3. Ongoing transformation governance for the regional digital delivery model and engagement with ecosystem of partners and service providers.
4. Conduct training sessions and workshops for Hywel Dda staff to support ongoing service capability.
5. Monitor and evaluate the effectiveness of implemented solutions, considering all benefits realization.

### **Hywel Dda University Health Board:**

1. Define clear objectives and priorities for digital transformation, ensuring alignment with the strategic goals of the Health Board.
2. Facilitate access to relevant data, infrastructure, and stakeholders, including stakeholders that are external to the Health Board.
3. Provide feedback and insights to guide the development of solutions.
4. Ensure organisational readiness and staff engagement in digital projects.
5. Support joint decision-making processes.

## 1.6 Governance Structure

CGI and Hywel Dda will create the appropriate governance model and structure to support Digital Partnership. Programme Delivery will be managed through rigorous monitoring, regular reviews, risk assessments and transparent reporting mechanisms.

Effective governance will be controlled through the CGI Client Partnership Management Framework (CPMF), providing management structures, performance metrics, and review points to ensure alignment and transparency among stakeholders, to ensure, collaboratively, that potential issues are identified and timely mitigation measures implemented.

The governance approach will follow the below steering group approach:

### 1. Monthly exec steering group

**Purpose:** Strategic alignment and leadership oversight.

**Agenda:** High-level review of the programme's progress, risks, and financials. Make decisions on scope changes or additional investments. Approve major deliverables or milestone sign-offs.

Agree Communicate to broader stakeholders (e.g., town halls). Share programme progress, success stories, and next steps.

### 2. Weekly Project Updates

**Purpose:** Programme-level updates and cross-team alignment.

**Agenda:** Status updates using RAG reporting (People, Process, Technology). Address cross-functional dependencies and risks. Highlight delivery milestones and upcoming priorities.

### 3. Escalation Protocol

**Purpose:** A clear process for addressing and resolving disputes or issues.

For each package of work to be undertaken by CGI, CGI will support the creation of the appropriate business case, and will assist in presenting this to the Hywel Dda executive committee. CGI will create and own a number of key artefacts to support the governance of this programme for the partnership. These include:

#### **Programme Definition Document**

Contains vision and objectives, governance principles, current state, outcomes and benefits, stakeholders, tranches, risks, roles and responsibilities, and projects.

#### **Programme Plan**

Controls and tracks progress and delivery, shows sequencing, timelines, resourcing, dependencies and outputs for tranches and projects.

#### **Blueprint**

Describes the desired transformation and business change, the current, incremental and future states, the technology, processes, organisation and data operating model.

#### **Benefits Realisation Plan**

Describes the desired benefits, the sequential relationship between them, the approach to realizing benefits, the plan for tracking benefits and benefit reports.

To foster a successful working relationship at every level, the Parties will endeavour to implement the following:

- CGI will appoint an Account and Programme Delivery Manager aligned to gain deeper understanding of the business and ensure alignment of Services to business strategy and needs.
- Co-locate personnel wherever practicable to maximise communication, collaboration and deep business understanding at all levels.
- Agree communication channels and access to relevant Hywel Dda forecasting and planning data to ensure access to the right information to develop the Services.
- An approach to business development, designed to avoid wastage of both Hywel Dda and CGI resources in nugatory quotation work allowing rapid understanding of likely impact of cost and timescales.
- CGI to undertake one or more Satisfaction Surveys per quarter to inform and influence Continuous Service Improvement.

## 1.7 Expected Behaviours

The principal foundation of this digital strategic partnership is based on the common core values and the Parties agree to act in accordance with these values when performing their obligations under the Agreement:

**CGI core values are:** Partnership and Quality, Objectivity and Integrity, Intrapreneurship and Sharing, Corporate Social Responsibility and Respect.

**Hywel Dda personal values are:** Dignity, respect and fairness; Integrity, honesty and openness; Caring, kindness and compassion.

In addition to the above personal organisation values, as a Digital Partnership we will strive to abide by the following core principles:

- Putting people at the heart of everything we do.
- Working together to be the best we can be.
- Striving to deliver and develop excellent services.

To foster a successful long term Digital Partnership, the following behaviours are expected from both Parties during the Term of the Agreement, working with each other cooperatively in partnership to discharge their responsibilities in relation to the Services and to apply their respective specialist knowledge, skill and expertise, in accordance with the terms of the Agreement:

- A. Make a sincere effort to understand the other Party's obligations, goals, expectations, duties and objectives;
- B. Be open, honest, transparent and professional in all dealings relating to the Agreement and to give a true account of such dealings;
- C. Work within a spirit of cooperation to enable the delivery of the Services to a high standard;
- D. Resolve differences that may arise in relation to the Agreement by discussion and negotiation wherever possible;

- E. Communicate clearly and effectively, and in a timely manner, on all matters relating to the Framework Agreement and associated Call Off Contracts;
- F. Make the most efficient use of resources, and seek to achieve tangible savings to the benefit of both partners;
- G. Commit to providing continuous improvement ideas;
- H. Give an early warning to the other Party of any matter that they become aware of that could affect the achievement of any shared objective.

## 1.8 Successful partnership measures

This Partnership charter is to be referred to at key governance meeting checkpoints to ensure both parties are living up to the approach and values as identified and agreed within this document. As a way of formally measuring the success of this partnership the following measures will be undertaken as part of the periodic reviews:

		Description	Target	Measured by
Relationship	01	Both parties abide by the core Principles and Behaviours defined in the Partnership Charter and seeks to address issues.	Score 9/10	Assessment undertaken and agreed by both parties at the appropriate Supplier Review Meeting
	02	The VoC will be administered annually by CGI and the CSAP conducted on a quarterly basis	95%	VoC and CSAP's conducted as agreed by both parties.
	03	CGI will deliver the actions arising from the CSAP process	95%	Actions delivered within a timeframe agreed by both parties.
Perform	04	Response to requests for Service and Support. All responses are returned within the timescales agreed by both parties	90%	Response time to Request for Service and support
	05	All Business cases to be supplied to Hywel Dda within the timescales agreed by both parties.	90%	Confirmation of receipt and time of receipt by Hywel Dda
Financial	06	All invoices are submitted and paid within the timescales agreed by both parties, are accurate and are completed in accordance with agreed instructions	90%	Confirmation of receipt and time of receipt by Hywel Dda, and of payment by CGI.
	07	Value for Money and Benefits generated by CGI as Digital Partner	N/A	Additional benefits and value contributed by the Digital Partner outside of charters

## 1.9 Duration and Review

**Initial Term:** This partnership will commence in December 2024 and remain effective during the Term of the Framework Agreement signed on the 23 December 2024 for 10 years (7+3).

**Renewal and Review:** Regular governance reviews will be conducted aligned to the Programme drumbeat to assess delivery progress, benefits realised through work conducted and redefine goals and approach where necessary.

## 1.10 Signatories

For CGI IT UK LTD:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

For Hywel Dda University Local Health Board:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

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