

# Technology & Digital Enablement Transformation Programme

## Initial Agreement

### 1. EXECUTIVE SUMMARY

#### 1.1 Introduction

In June 2019, the Board approved the business case framework to be used to approve and govern the NHS 24 Technology Transformation Programme (TTP). That approach confirmed using the Five Case approach set out as best practice within Scottish Capital Investment Manual (SCIM).

This Initial Agreement (IA) establishes the need for investment, building on strategic priorities to make the case for change within the Strategic Case. The subsequent Phase 1 Full Business Case (FBC) and Phase 2 Outline Business Case/Full Business Case will set out a more detailed analysis of the economic, financial, commercial and management cases that will be brought forward in the next phase of this programme.

Since June, the EMT have been working through a range of options with suppliers, supplemented by a formally commissioned external assurance review process. As a consequence of the detailed work done to date and the scrutiny through EMT, governance committees and the NHS 24 Board, the EMT now propose a phased approach to this work with key milestones for the short, medium and longer term.

This phased approach includes a widening of scope to embrace the operational and digital ambitions of the organisation rather than the previous technology and specifically infrastructure focussed technology refresh plan. The programme of work can more accurately be described as a **Technology and Digital Enablement Programme (TDEP)**, with two proposed phases.

<b>Phase 1</b>	Minimal investment to reduce risk, stabilise technology and be compliant for at least 12 months.
<b>Phase 2</b>	Review the strategic approach for Core Applications and establish a roadmap that will deliver the longer term ambitions, including planned journey to the public cloud.

#### 1.2 Purpose of this Initial Agreement (IA)

This IA follows a number of earlier papers presented to NHS 24 Board outlining current work ongoing to develop options for Technology Refresh.

This IA sets out the rationale for adopting a phased approach to the programme and a recommendation on a first phase which has the full endorsement of the EMT and which also aligns well with the external assurance review and the emerging recommendations from that process.

This context importantly sets out the opportunities over the medium term which are available to the organisation and which will be used to create as much public value from the current contractually committed spend and any additional resources which may be required to deliver the programme.

The proposed timeline for further development of the business cases is summarised below:

<b>KEY MILESTONE</b>	<b>DATE</b>
<b>Initial Agreement</b>	Q2 2019/20
<b>Initial Agreement Approval</b>	Q3 2019/20
<b>Phase 1 Full Business Case (FBC)</b>	Q3 2019/20
<b>Phase 1 FBC Approval</b>	Q3 2019/20 (November)
<b>Phase 2 Full Business Case (FBC)</b>	Q4 2019/20 (March)
<b>Phase 2 FBC Approval</b>	Q1 2020/21 (March)

It is proposed that work on developing the longer term technology and digital roadmap commences immediately, with a view to bringing this back to the Board in December 2019. This roadmap will then be transitioned into the Phase 2 Outline Business Case.

## 2. STRATEGIC CASE

### 2.1 Purpose

The purpose of this IA is to secure agreement to developing a fuller business case to stabilise technology and be compliant, whilst focused on ensuring any investment is focused on longer term ambitions. In parallel, develop strategic options to deliver the longer term ambition.

This IA will be focused on delivering the best possible level of patient experience and quality of care through the delivery of enabling technical and digital infrastructure and applications which will support the organisation in delivering its key strategic objectives.

This IA will also reflect the wider public sector landscape and technological and digital ambitions to ensure where possible, systems are designed to deliver convergence and interoperability opportunities across health and social care to enable more effective and efficient citizen facing service and access channels.

## 2.2 Strategic Context

The NHS 24 technology estate is currently ageing, however, it is critical that NHS 24 also take time to adequately consider its' longer term technology and digital options. It is therefore important that a wider options development takes place to explore options for all NHS 24 Core Applications.

At the same time, external advisers have provided information that will enable NHS 24 to mitigate the risks associated with the technology heatmap. In summary, this relates to extending current supplier support contracts and replacing some critical hardware. This extension will be required for any option proposed, as all have a 12-18 month implementation period.

The vision for technology in NHS 24 is to provide a safe, supportable and compliant high quality technology environment for resilient delivery of NHS 24 services. The case for change is fully made in the context of the ageing technical infrastructure and application suite currently provided.

## 2.3 The case for investment

Through June to September 2019, the Board discussed and approved the key investment objectives which will be considered in determining the approach and final recommendations to support this programme.

- To create enabling technical infrastructure and applications which maintain and improve patient experience.
- To ensure a clear path to deliver the change with minimal and managed service delivery operational impact.
- To ensure the change aligns with strategic priorities including digital transformation and that plans in this area are capable of delivering convergence and interoperability opportunities across health and care sector nationally.
- To ensure that the internal capacity and capability of the organisation to deliver the programme is fully assessed and resourcing agreed.
- To ensure service performance including voice quality will be delivered to acceptable standards.
- To ensure downtime to support system upgrades and patching is limited to no more than the current and established downtime arrangements.
- To deliver improved system resilience.
- To ensure costs are affordable and demonstrate best value in the short and long-term (modelling over a 10-15 year period). To also ensure that there is flexibility in the commercial model to avoid fixed costs regarding infrastructure and legacy applications, and which enables funding streams for change and improvement.
- Ensure compliance with the National Information Security Directive (NISd) and GPDR.

In June 2019 the Board also agreed two critical success factors that need to be addressed:

- To ensure a clear path in determining the level of change to current processes and staff training requirements.
- To deliver productive opportunities due to more efficient use of systems.

### 3. OPTIONS DEVELOPMENT

This section of the IA, documents the range of options that have been considered.

Although it had previously been proposed that work on developing a longer term view of strategic options will commence in parallel with the decision on Technology Refresh, with the information that it was possible to extend support contracts, which would also enable systems to be compliant with NIS(d) Regulations, EMT agreed that this would then provide more time for a fuller longer term options appraisal to be undertaken.

This proposal to focus only on securing extensions to supply contracts will allow more time to fully consider the medium to longer term plan.

A Full Business Case will still be required to support the proposal to extend the support contracts (Phase 1). With approval from the Board on this IA, the Phase 1 Full Business Case will be developed and will require to be approved by the Board in November 2019. As indicated in the Strategic Case, it is also proposed that Phase 2 will consider a wider range of options and will also be supported by a Full Business Case by March 2020.

#### 3.1 Emerging Options

The original set of options are set out in summary in the table below and are shown only to outline the work undertaken to date. If the Board agree the proposal to extend the support contracts (Phase 1), the work to develop options, in Phase 2, will consider an extended scope of options.

Previously discussed Phase 2 options
Option 1 <b>Do nothing</b>
Option 2 – <b>TDEP Phase 1: Do minimal</b> – Reduce Risk, be compliant for a period of at least 12 months. Support contracts are extended for an initial 12 months to ensure a safe and supportable system while parallel work is undertaken to develop wider strategic options and roadmap for the medium and or longer term change.
Option 3 – <b>Like for like Technology Refresh</b> . In parallel, support contracts are extended for 12 months to ensure a safe and supportable system while the option is implemented.
Option 4 – <b>Hybrid BT Plan</b> (Data Centres & Public Cloud for non-SAP applications). In parallel, support contracts are extended for 18 months to ensure a safe and supportable system while the option is implemented.

**Option 5– Option 4 variant 1**

No change to infrastructure design. Cloud based hosting with the exception of SAP Contact Centre and virtual servers. In parallel, support contracts are extended for 18 months to ensure a safe and supportable system while the option is implemented.

**Option 6 – Option 4 variant 2**

Cloud based hosting with re-architected SAP. In parallel, support contracts are extended for 18 months to ensure a safe and supportable system while the option is implemented.

## 4. OUTLINE COMMERCIAL CASE

The commercial case for each aspect of this programme is currently in development, with input on a number of commercial aspects from CLO.

## 5. OUTLINE FINANCIAL CASE

The financial case for each aspect of this programme is currently in development.

Detailed consideration and analysis of the financial case, including affordability, will take place at Phase 1 FBC and Phase 2 FBC stages respectively.

## 6. OUTLINE MANAGEMENT CASE

The purpose of this section is to set out the actions that will be required to ensure the successful delivery of the Programme, in accordance with best practice. This Programme forms a component part of the overarching Change Portfolio and will be managed within this strategic context.

As a critical early step, the Programme Board will be established to manage the successful development of the phases and production of Phase 1 FBC and Phase 2 FBC. The Programme Board will oversee the planning and implementation of each approved Phase and also support the Strategic Planning and Resource Allocation (SPRA) and EMT consideration of the developing options.

It is recommended that, in line with the intention to develop an integrated technology and digital roadmap, that the existing Digital Programme Board is incorporated into this new Programme Board.

It is also recommended that the required PMO arrangements are established during October 2019. Formal quality control will be part of this programme and will include appropriate assurance for the programme management, as well as the programme outputs.

PMO will also look to ensure that the appropriate skills and capabilities are allocated to drive forward this Programme. As part of this, it is recognised that the Programme Board will benefit from a continuation of the external advisor support

as the work further progresses. In addition, PMO will consider and review the external stakeholders to support the Programme, to ensure it reflects the required skills and experience across technology and digital.

An outline Programme Plan will be completed as part of Phase 1 FBC and, for the overall programme, during Phase 2 FBC, once an implementation approach has been determined and funding is clear.

## **7. RECOMMENDED WAY FORWARD**

This first phase is an Initial Agreement that will develop into a Full Business Case (FBC) to be completed and approved by the Board in November 2019, in time for the organisation to progress contractual negotiations on those end of life support contracts.

In addition, for Phase 2, a Full Business Case will be developed and approved by the Board in March 2020.