

**NHS 24
BOARD MEETING
20 JUNE 2024
ITEM 9.4
FOR ASSURANCE**

DIGITAL TRANSFORMATION – PROGRAMME UPDATE

- Executive Sponsor:** Jacqui Hepburn, Deputy Chief Executive and Director of Workforce, Senior Responsible Officer (SRO)
- Lead Officer/Author:** Tony Cronin, Programme Director, Digital Transformation
- Action Required:** The Board is being asked to note the status of the Digital Transformation programme and key milestones in the next quarter.

Key Points for this Committee to consider

The schedule for the procurement of a new Integrated Contact Centre/CRM solution includes key milestones and decision points in August 2024 including.

- Final Tender Deadline – August 5th
- Final Tender Evaluation / Approval – August 6 – 28th
- Board Sign-Off – August 29th

Governance process

The paper was considered by the Planning and Performance Committee virtually for presentation to the Board on the 20 June 2024.

Strategic alignment and link to overarching NHS Scotland priorities and strategies

This paper is aligned to the NHS 24 Strategy in respect that the aims and objectives of the Digital Transformation Programme underpin the ambitions set out in the strategy, specifically those relating to accessibility, collaboration, use of data.

Strategic alignment and link to Corporate Delivery Plan activity

This paper related to the following Corporate Delivery Plan activity,

1.1a Procurement of a new integrated Contact Centre / Customer Relationship Management software solution

With the following activity having a direct dependency,

1.1b Implementation of a new integrated Contact Centre / Customer Relationship Management software solution

Key Risks

The objective of the programme is also to mitigate a number of risks in the Corporate Risk Register including.

- RI-0003925 – Delivery of Workforce Strategy
- RI-0004342 – Handover and Exit of Core Technology Contracts
- RI-0003948 – Accessibility to NHS 24

Financial Implications

There are no direct financial implications associated with this at this time. However, a Board paper will be presented at the August 2024 Board seeking permission to award a contract to the preferred bidder for the Integrated Contact Centre/CRM solution.

The intention is to self-fund from current budget set aside within the financial plan (including against the current Contact Centre/CRM managed service contract).

Equality and Diversity

An Equality Impact Assessment (EQIA) has been prepared and a Public Consultation conducted. This is available upon request.

1. RECOMMENDATION

- 1.1 The Board is being asked to note for information the current status of the procurement of the Integrated CC/CRM and the key dates for decisions in August 2024.

2. TIMING

- 2.1 There are no immediate timing issues. The deadlines noted in the paper relate to activities and milestones in August 2024, specifically the approval of the recommendation on a preferred bidder at the NHS 24 Board on 29th August.

There will be onward dependencies on these activities, specifically the contract award and commencement of Implementation.

3. BACKGROUND

- 3.1 NHS 24 currently has two managed service contracts, with BT for the provision of Infrastructure and Service Management, and with Capgemini for the provision of the core Contact Centre, CRM and Reporting applications. These are both scheduled to end in October 2025 and the Digital Transformation programme has been established with a core objective of replacing the provisions within these contracts.

A core workstream within the programme is the replacement of the Integrated Contact Centre and CRM solution. This activity is in two phases, the procurement of a new solution, followed by the implementation. The procurement phase has been running for the last 8 months and is due to conclude in September 2025 with the award of a contract to a new supplier.

The current status of the workstream is that we have received initial responses to the Invitation to Tender (ITN) from the suppliers we shortlisted and have entered a period of negotiation. During this period, we will discuss aspects of the responses where more clarity around the requirements is required by the bidder, or more detail required by NHS 24, with the aim of making sure bidders are well prepared to prepare a Final Tender in July.

The deadline for Final Tender is 5th August 2024. Submissions will be reviewed and scored in the two weeks that follow and a paper including a recommendation will come to the NHS 24 Board for approval, which we are seeking to secure on 29th August 2024. Following approval, the preferred bidder will be announced, and we will enter a 10 days standstill period before contract award. The schedule is designed to allow us to sign the contract and commence implementation in late September 2024.

The intention of this paper is to ensure the NHS 24 Board are aware of both the status of activities and the expectations the programme has on the board to review and approve the recommendation in August 2024.

4. ENGAGEMENT

4.1 Engagement has included various governance forums including,

- Digital Transformation Programme Board (made up of NHS 24 Leadership Team plus Non-Exec Director, Scottish Government, SAS and NSS representation)
- NHS 24 Executive Management Team (EMT)
- National Procurement (NP) for advice and execution of the Procurement process
- Addleshaw Goddard (External Council) for legal advice on the contract and negotiation
- Representation from all NHS 24 Directorates for development of solution requirements, review of submissions and support of negotiations
- Resulting-IT (Delivery Partner) for management of programme

5. FINANCIAL IMPLICATIONS

5.1 At the outset the stated aim was to self-fund and ideally release savings from the procurement of a modern cloud based integrated CC/CRM. The total cost of ownership should reduce and the flexibility from having a cloud-based solution should promote innovation and support service transformation for the duration of the contract.

Funding was set aside in the recently approved Finance Plan focussed on one-off costs: implementation costs, costs to support the programme & dual running/decommissioning costs of both ICT managed service contracts. With the recurring costs funded from the budget associated with the current managed service contracts (with ideally savings released). For the one-off costs SPRA funding was set aside along with protecting the balance of the provision within one of the managed service contracts to be utilised against this programme.

For the CC/CRM it is too early in the process to confirm whether the allowances made for the one-off and recurring costs are sufficient. Work is underway to interrogate the VFM aspect of Initial Tenders and ensure by Final Tender the costs align to the core requirements and unnecessary costs are engineered out.

The aim is still that NHS 24 can self-fund both on a one-off and recurring basis and will then have a platform to evidence savings/efficiencies as the benefits of the new systems are realised.

6. MEASURABLE BENEFITS

6.1 A Benefits Realisation Plan has been developed, highlighting specific benefits that can be attributed to the programme, or that the programme will contribute towards. These are derived from and align to the NHS 24 strategy and ambitions and include,

- Improved Health Outcomes for Patients
- Improved Patient Experience
- Improved Patient Access and self-help
- Improved Staff Experience
- Improved Operational Efficiency
- Improved Decision Making
- Improved Agility - Adapting quickly to change
- Reduced IT Expenditure
- Reduced Operational Expenditure
- Reduction in cybersecurity risk

The plan is being further developed to assign owners, targets and measurement criteria – in collaboration with members of the Service Transformation programme.

7. NEXT STEPS

7.1 The programme will continue to progress with the procurement plan and present its recommendation for approval ahead of the August NHS 24 Board.