**Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/
Prif Weithredwr GIG Cymru
Grŵp Iechyd a Gwasanaethau Cymdeithasol**

**Director General Health and Social Services/
NHS Wales Chief Executive
Health and Social Services Group**

Llywodraeth Cymru
Welsh Government

Nick Ramsay AM
Chair
Public Accounts Committee

22 February 2018

Dear Mr Ramsay

Hospital Catering and Patient Nutrition

Further to your letter dated 30 January 2018, I am writing to provide the committee with the further information requested in relation to the National Nutrition and Catering IT Solution (NNCIS) and the Welsh Community Care Information System (WCCIS).

National Nutrition and Catering IT Solution (NNCIS)

As outlined in my letter dated 3 January 2018, the NHS Wales Shared Services Partnership (NWSSP), NHS Wales Informatics Service (NWIS) and the Health Boards and Trusts are working in partnership to procure and implement a Wales-wide National Nutrition and Catering IT Solution (NNCIS).

Anthony Hayward, Assistant Director of the National Collaborative Commissioning Unit, has now been appointed as the Senior Responsible Owner (SRO) for the project and Ian Rose, of NHS Wales Shared Services Partnership, as Project Director.

The key milestones leading up to the finalising of the system specification in September 2018 are as follows:

- January – February 2018 – project governance established and SRO appointed
- March 2018 – specification for external consultant to develop system specification agreed by Project Board
- April 2018 – external consultant appointed and user requirements workshops held
- May 2018 – existing ways of working/processes established, financial and technical impact assessments conducted and marketplace assessment undertaken
- June 2018 – findings shared with Health Boards for verification
- July 2018 – findings presented to Project Board for decision
- Aug 2018 – procurement route confirmed based on findings

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The above reflects the current high level plan. This will be reviewed on a regular basis as progress is made, with detailed plans being developed stage by stage, in line with Prince2.

Following advice from procurement, the project team have provisionally selected to follow the competitive dialogue procedure. This decision is based on the complexity of any proposed solution and the limited capability to adopt a 'one size fits all' system when taking into account the different stakeholder groups, the diversity of existing processes across NHS Wales and the potential variance in end user requirements.

The time allowed for the procurement is in keeping with use of the competitive dialogue process. A final decision on the appropriateness of this procedure will be taken in August 2018.

Welsh Community Care Information System (WCCIS)

As you are aware, the Gateway Review of WCCIS, commissioned by the programme's Senior Responsible Owners (SROs), gave a Delivery Confidence Assessment of Amber and planning has been underway to address the key actions recommended in the report. The review report recognised that this is a very complex and ground-breaking programme, seeking participation from all seven health boards and twenty-two social services departments across Wales, and noted the significant progress made to get organisations live on the new system (nine at the time of the review).

The report recognised the complexity and challenge of such a programme, highlighting the key issues that if further developed and managed well would enable successful delivery. These include:

- The cultural differences between social and community health care as well as their different starting points for ICT;
- The challenge of managing a programme that has been built on consensus;
- The scale and complexity of the existing governance structures;
- The limited resources;
- The need for clarity at programme level on the road map and on the processes for assurance and information governance processes;
- The functional issues (of the system) arising from roll-out and how and when they are being managed;
- The recognition of the need for process change to exploit the opportunities offered by the technology and the effort and leadership required to manage that change process;
- The need for a dedicated communications resource.

Importantly, the review team determined that such issues might be expected from a programme with this degree of challenge, noted that they are entirely resolvable and that work was already underway to address them.

The findings and recommendations represent a balanced view of where progress has been made and the work required moving forward. It is pleasing that the complexity of the programme and progress to date has been recognised and it is fully accepted there is still much to be done to realise the benefits of this development.

The SROs have accepted the findings and recommendations of the review; they provide a clear pathway that should expedite progress and should increase collective confidence in this ambitious programme. These recommendations are being treated as a priority and an action plan is in place to ensure they are all addressed by late Spring 2018. Work is already underway by the programme, under the direction of the WCCIS Leadership Board.

The SROs have shared the findings of the review with a range of senior stakeholders, including Chairs of the Regional Partnership Boards, Directors of Social Services in Wales and Chief Executives of NHS Wales Health Boards.

I hope this letter provides you with the information required.

Yours sincerely

Dr Andrew Goodall