Board meeting

20 May 2025

Business Case - Implementation of a platform to enable guidance content management and publication

Purpose of paper

For approval

Board action required

The Board is asked to approve the business case and proposals within.

Brief summary

The primary aim of this programme is to make NICE guidance more usable, through the implementation of a platform that enables efficient creation, management and publication of guidance content. The programme will deliver the long-term strategic ambition for NICE to provide a more usable guidance product offering that makes it easier for health and care practitioners, commissioners and providers (our primary audience) to make decisions.

Delivery of a platform and associated functionality, alongside business transformation, will deliver four of the six strategic aims of the usable guidance product strategy and associated business benefits (by 2027/28):

* Users find it easier to navigate to relevant guidance content
* Content is presented in a way that enables users to make decisions
* We provide content in a format that is easy for secondary users to access and re-use
* The content provided is complete, up to date and accurate

The programme is essential for NICE to innovate its content and guidance products to meet the needs of our users, both now and in the future. It allows NICE to retain its continued focus on the creation, management and publication of high-quality content, while increasing efficiency and agility.

The multi-year programme will consist of two phases**:** procurement, foundations, incremental collaborative design & build, and capability building (25/26 & 26/27); full business implementation and benefits realisation (27/28). Business transformation of content creation will run in parallel.

Business case approval will provide delegated authority for NICE Executives to spend up to £2.4M through the recommended procurement approaches, over the next two financial years (until end of 2026/2027). This will be subject to finance and commercial requirements and realising the business benefits identified**.** Recurrent costs will be met through resource efficiencies in business operating models and retiring technology.

In accordance with NICE standing financial instructions, this business case has been reviewed at the Formal Executive Meeting on the 13/5/25, prior to the Public Board meeting.

Board sponsors

Clare Morgan, Director of Impact and Partnerships

Raghunath Vydyanath, Chief Information Officer

Implementation of a platform to enable guidance content management and publication

Business Case

**Executive Team Lead:** Clare Morgan & Raghunath Vydyanath

**Senior Responsible Officer / Leads:** Catherine Bridges & Vincent Doyle

**Directorate:** Impact and Partnerships & Digital Information & Technology

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| **Version:** | 1.0 |
| **Author:** | Peter Hough |
| **Date:** | 12/05/2025 |

# Executive summary

**Aim**: The primary aim of this programme is to make NICE guidance more usable, through the implementation of a platform that enables efficient creation, management and publication of guidance content. The programme will deliver the long-term strategic ambition for NICE to provide a more usable guidance product offering that makes it easier for health and care practitioners, commissioners and providers (our primary audience) to make decisions. Secondary aims include improving the efficiency of content creation and enhancing staff experience and digital capability.

Proposed approach: The programme will deliver a platform and associated functionality that supports these aims and will be achieved through the procurement of technical solutions that will enable:

* Development of semantic data models to structure and interpret guidance content
* Implementation of a componentised content management system (CCMS)
* Deployment of API platforms to enable secure, scalable content sharing for secondary use
* Improved search functionality

**Workplan**: The multi-year programme will consist of two phases: procurement, foundations, incremental collaborative design & build, and capability building (25/26 & 26/27); full business implementation and benefits realisation (27/28). Business transformation of content creation will run in parallel, as a workstream of the Timeliness programme, and use Continuous Quality Improvement methodology to deliver the associated business benefits.

**Costs and funding**: The total investment required to deliver phase 1 is £2.4 million over two years, with recurrent costs of £433k per annum from 2027/28. This business case includes detailed estimates for professional services, infrastructure, and contingency. Further refinement of costs will occur as procurement progresses. Recurrent costs will be met through resource efficiencies in business operating models and retiring technology.

**Benefits**:

The primary aim of improved usability for primary and secondary users will be realised by delivering the following benefits:

* Primary users: Find it easier to navigate to relevant guidance content
* Primary users: Content is presented in a way that enables them to make decisions
* Secondary users: We provide content in a way that is easier to access and reuse
* Primary and secondary users: Content provided is more complete, up to date and accurate

Secondary benefits include increased efficiency in content creation and publishing, improved staff satisfaction, and digital and data capability building.

By transforming how NICE manages and publishes guidance content, this programme will enable the creation of integrated, user-centred products. Implementation of the knowledge platform and associated functionality also enables NICE to fully capitalise and embrace future data and digital innovation and create a data centric culture, which is valued by NICE and its partners.

**Decision required**: The Board is asked to approve the overall approach and funding envelope of £2.4 million for phase 1 of the Knowledge Platform. Delegated authority is sought for the Executive Team to approve specific procurement decisions within this envelope, subject to commercial and financial governance.

# The strategic case

NICE’s core purpose is to help practitioners and commissioners get the best care to people fast, whilst ensuring value to the taxpayer. To do this we need to provide guidance and other content that is usable, providing high quality, evidence-based information and advice that enables them to make decisions, based on clinical- and cost-effectiveness across a wide range of topics in health and care, with statutory funding for the medicines we recommend.

The primary aim of this programme is to make NICE guidance more usable, through the implementation of a platform that enables efficient creation, management and publication of guidance content. The programme will deliver the long-term strategic ambition for NICE to provide a more usable guidance product offering that makes it easier for health and care practitioners, commissioners and providers (our primary audience) to make decisions.

Delivery of a platform and associated functionality, alongside business transformation, will deliver our primary aim: Improved usability for primary and secondary users and associated business benefits (by 2027/28):

* Users find it easier to navigate to relevant guidance content
* Content is presented in a way that enables users to make decisions
* We provide content in a format that is easy for secondary users to access and re-use
* The content provided is complete, up to date and accurate

The programme will also deliver two secondary aims and associated business benefits (by 2027/28): Improved efficiency of content creation and Improved staff experience and digital and data capability building

This business case underpins the delivery of the usable guidance product strategy (2024-2027), approved by the Board in September 2024, and supports the delivery of a priority business plan objective for 25/26: **Implementation of a platform to enable guidance content management and publication**.

In delivering this business case and associated benefits, this programme of work will also deliver a significant number of business requirements associated with other priority projects, including Improving Timeliness, Whole Life Cycle Approach and a Single programme of support for guidance uptake.

Implementation of knowledge platform and associated functionality also enables NICE to fully capitalise and embrace future data and digital innovation and create a data centric culture, which is valued by NICE and its partners.

# Options and recommendation

To deliver the primary and secondary aims outlined in the strategic case, we require investment in technical solutions to enable innovation in the way we generate, store, manage, curate and publish content. Business process improvement work for content creation has commenced through the Timeliness programme, using continuous quality improvement methods and existing resources.

The investment requested is for the procurement, development, delivery and implementation of the anticipated technology solutions. These solutions are based on the recommendations of the prior information notice (PIN) and the findings from proof-of-concept work in 2024/25:

* **Semantic Data Models** - NICE holds 25 years of guidance. We need to transform our existing content into unique component parts in an efficient way, whilst maintaining meaning and fidelity. Creating semantic data models will enable us to store, version, organise and interpret content based on its meaning.
* **Componentised Content Management System (CCMS)** - Managing and creating our content as unique components will enable us to curate new innovative integrated guidance products by assembling the pieces together in ways that better meet our user’s needs.
* **Application Programme Interface (API) platforms** – Enables scalable, secure integration and communication with the Semantic Data Models so that our content can be shared between electronic systems and secondary channels. This will be built to Fast Healthcare Interoperability Resources (FHIR) standards and FAIR (findable, accessible, interoperable and reusable) principles.
* **Improved Search Functionality** – Enables the ability to search within content components to allow users to navigate to the content they need to make decisions. Development of semantic conversational style search, and potentially, advanced artificial intelligence (AI) agents can be realised.

The knowledge NICE holds, the way in which we use it, and the fidelity required is unique to our business. While these configuration requirements will be bespoke, the solution will be developed and delivered using standard cloud services and platforms, which will be configured in line with the Digital Data and Technology (DDaT) strategy and NICE’s non-functional requirements of maintaining interoperability and adopting open standards.

**Options & recommendation**

The options presented below describe the various approaches which NICE could take to procure the anticipated technical solutions listed above.

The following options have been considered to achieve the stated aims:

* Do nothing – this has been discounted since it will not meet the strategic need of the organisation
* Build internally – this has been discounted since NICE does not have the inhouse skills and resource to match the scale of the work required.
* Procure directly to Amazon Web Services (AWS) who have been partners in the proof-of-concept work
* Tender to all vendors in the AWS ecosystem
* Restart the prior information notice to explore all technology provision

**Option 1: Procure directly to Amazon Web Services (AWS) who have been involved in the Proof-of-Concept work**

* Pros: This would provide continuity of supplier, staff and knowledge built to date. All NICE existing guidance management and publication systems are hosted on AWS infrastructure. There are aspects to the project that require AWS specialist skillsets that other suppliers could not provide. Continuity of momentum. Faster time to contractual commencement.
* Cons: Limits options to capabilities available directly from AWS. Existing commercial cover and contracts in place may not be cover this work. Proof of value of AWS specialist's vs other AWS Service Integrators has not been established.
* Financial implications: We will have increased confidence in the costs outlined in this business case and the draft rough order of magnitude scope, as it is based on proof-of concept work. A 15% discount is available through our existing G-Cloud 13 One Government Value Agreement (OGVA) contract already in place with AWS.

**Option 2: Tender to all vendors in the Amazon Web Services (AWS) ecosystem**

* Pros: Opens access for NICE to all AWS ecosystem vendors, which optimises the opportunity to identify suppliers that can best meet requirements. Full commercial cover and contracts will be in place after an open tender process.
* Cons: Project would be paused whilst tender process is undertaken.
* Financial implications: If the supplier needs to subcontract AWS specialist work, there may be a pass-through mark-up. NICE potentially would not benefit from the 15% OGVA discount if AWS Service Integrators do not provide discounted services.

**Option 3: Blend of direct (option 1) and tender (option 2)**

1. Direct award to AWS for components of work that only they can provide (if commercially viable).
2. Proceed with open tender for AWS or an AWS Service Integrator with specialist knowledge and tools that can best meet our requirements.

* Pros:
* Can take advantage of 15% OGVA discount for direct AWS specialist work
* Commercial cover and specifically scoped contracts for this work provide justification for direct award of partial project
* Can continue with foundational work and existing momentum whilst undertaking open tender
* Can award parts of the project in statements of work, rather than in a single block
* Can include consortium bids with mix of suppliers, which does not exclude AWS from also being involved
* Cons:
* If two different suppliers are selected, we will incur additional costs of management oversight for two suppliers with interdependent work
* Ability to clearly differentiate between the components of the work across multiple suppliers, with risk of duplication.

**Option 4: Restart the prior information notice to explore all technology provision**

* Pros: Full exploration of the technology market
* Cons: New solution may not use AWS platform where existing services are hosted and run (including NICE website), therefore we may require to move existing services to a new platform, which would need to go out for full tender. Would require additional foundation time to build new platform, upskill in house staff, explore new proof of concepts for semantic data models, potentially higher costs and longer implementation timeline - this could delay the project by at least 12 months.
* Financial implications: Given that there are almost 40 existing bespoke digital services that are linked to the guidelines channel on the NICE website, NICE will need to migrate these to the new platform or build bespoke integrations that link the existing digital applications to the new guidelines web channel. The cost and resource required to establish a new platform is likely to result in significantly increased spend.

**Recommendation**

The recommended option to Board for approval is option 3 – a blended approach with:

a Direct award to AWS for components of work that only they can provide (if commercially viable).

b Proceed with open tender for AWS or an AWS Service Integrator with specialist knowledge and tools that can best meet our requirements.

# The financial case

The following priorities for financial and resource investment are detailed in this business case:

* Designing, building and configuration
* Testing
* Staff costs relating wholly to co-build, capability development, testing and support
* Programme management costs

The timescale outlined to deliver the high-level milestones for phase one have been fully costed within 2025/26 and 2026/27 financial years. We have included anticipated recurrent costs for support and infrastructure; however, there is potential for delays during procurement or the build. Any cost implications arising from such slippage into the following financial year have not been accounted for at this stage.

**Cost Impact**

An upfront investment is required in the current financial year (2025/26). Recurrent costs are highlighted in italics in table 1 and it is expected that these will be met through resource efficiencies in business operating models and retiring technology. These costs are *not* included in the investment funding requested through this business case. The costs of the initial investment totals £2.4 million over two years.

Table 1: Summary of forecast investment costs

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **FINANCIAL SUMMARY** | | | | | |
| **Summary Finance** | **2025-26** | **2026-27** | **2027-28** | **Recurrent** | **TOTAL** |
| **£000** | **£000** | **£000** | **£000** | **£000** |
| **Pay:** | **0** | **143** | **143** | **0** | **286** |
| DDaT |  | 143 | 143 | **0** | 286 |
| Indicative Running Costs: Support (\*1) |  | *225* | *300* | *301* | *525* |
| **Non Pay:** | **1,010** | **1,247** | **132** | **132** | **2,389** |
| Professional Services (\*2) inc. VAT | 715 | 845 |  |  | 1,560 |
| Compute (Infrastructure) Semantic Search (\*3) | 50 | 100 | 100 | 100 | 250 |
| Contingency (\*4) | 245 | 302 | 32 | 32 | 579 |
| **Total Cost** | **1,010** | **1,390** | **275** | **132** | **2,675** |

\*1. Anticipated as in-house pay costs and is based on 20% of estimated build costs. However, this may change to a non-pay maintenance/call-off contract. *These costs are not included in the ask of this business case.*

\*2. Professional services include collaborative design and build, capability building and handover by an external supplier.

\*3. These recurrent infrastructure costs are in addition to the £400k per annum we currently spend. There are no license requirements and therefore no licensing costs are included.

\*4. Contingency costs of 32% (non-pay costs) have been used based on the middle of green book guidance and will cover undetermined costs and expenses.

**Resource requirements**

Internal resource (pay) costs for 2025/26 will be absorbed. Business resource for 2026/27 will continue to be absorbed but a small amount of DDaT programme management backfill is required.

Our approach is to build the capability of the internal teams as we develop the solution to ensure detailed knowledge transfer and minimise risks as we move into phase two. This will require internal resource to support a collaborative design and build process. This will ensure we have enough in-house knowledge to manage and make changes to the solution after the first phase.

Professional services

Due to the existing in-house skill set, the scale of the work required, and the specialisms needed, we require the use of external professional services to deliver phase one of this work. Engaging with the right external partner that provides professional services will give NICE:

* External advice, specialism and validation from technology leaders
* Increased velocity to deliver the solution and realise benefits sooner
* Improved confidence in delivery of the technology solution, given its innovative nature
* Access to niche specialists that may provide expertise not ordinarily resourced in-house.

**Capital planning**

None of the costs incurred are capital, therefore no capital planning is required.

**Sources of funding**

Phase 1 (2025-2027)

There are no external sources of funding. This business case will provide delegated authority for NICE Executives to spend up to £2.4M over the next two financial years (until end of 2026/2027). This will be managed through NICE financial control processes and assurance, and activity phased over the two-year period to meet available funding.

Phase 2 (2027-28) onwards

The recurrent costs of £433k (per annum) are assumed to be funded by:

* Business efficiencies generated in the content creation, content management and product innovation processes and operating models, which will begin to be realised in 2026/27 and fully realised by 2027/28, equating to ~13% of the product and publishing budget (~£320K per annum)
* The decommissioning of existing services (e.g. savings in Digital, Information and Technology directorate [DIT] developer time and license costs). These savings are yet to be determined (£4k per annum has currently been identified for the decommissioning of NORMA) and will be refined further as approaches to legacy technical debt across multiple areas of the architecture are agreed. It is anticipated that this will lead to a 10% reduction in legacy engineering costs (~£100k per annum). When the end state is reached, and full transition is complete there will also be a 20% reduction in compute costs (~ £50k per annum) based on decommissioning the legacy digital services.
* Increased income from the content subscription service which currently returns ~£100k income per annum. Exact level of growth in income will be subject to agreement of the Commercial Strategy and International Strategy later in 2025/26.

**Procurement and contract approach**

Once the business case is approved, the DIT and commercial teams will shape the procurement based on the options outlined in Section 3. Any direct award to AWS will either utilise the existing G-Cloud 13 One Government Value Agreement (OGVA) contract or will involve a new G-Cloud 14 contract with AWS. Any tenders for third party suppliers will utilise an Open tender route to ensure the technical delivery between AWS, third party and NICE.

The data and intellectual property of the unique configuration of the proof of concept undertaken to date belongs to NICE. Either procurement route will ensure that NICE’s ownership of all data, content and intellectual property is continued.

There will be two Department of Health & Social Care (DHSC) spend controls required: digital/technology spend control and professional services spend control.

# Project management and governance case

**Programme Management**

The programme will be taken forward as a partnership between NICE and the supplier. It will involve significant collaboration, co-production and mutual knowledge sharing between a triumvirate of the supplier(s) including external specialists, NICE DIT (Digital, Information and Technology directorate) and NICE Impact and Partnerships (“the business”), and will focus on the enabling technology and associated business change. All parties are committed to joint working.

The programme will be delivered through empowered multi-disciplinary agile delivery teams consisting of business subject matter experts, engineers, information architects, and other technical specialists working as one team.

As the solutions will be developed in an agile iterative manner, there will be the opportunity to test and feedback on deliverables at every increment. Within the multidisciplinary delivery teams, business subject matter experts (SMEs) will work alongside NICE digital teams and technical supplier resource to determine the acceptance criteria of the solution, in order to meet business outcomes, engage with business users and test and plan ongoing adoption.

Key roles and responsibilities are summarised as:

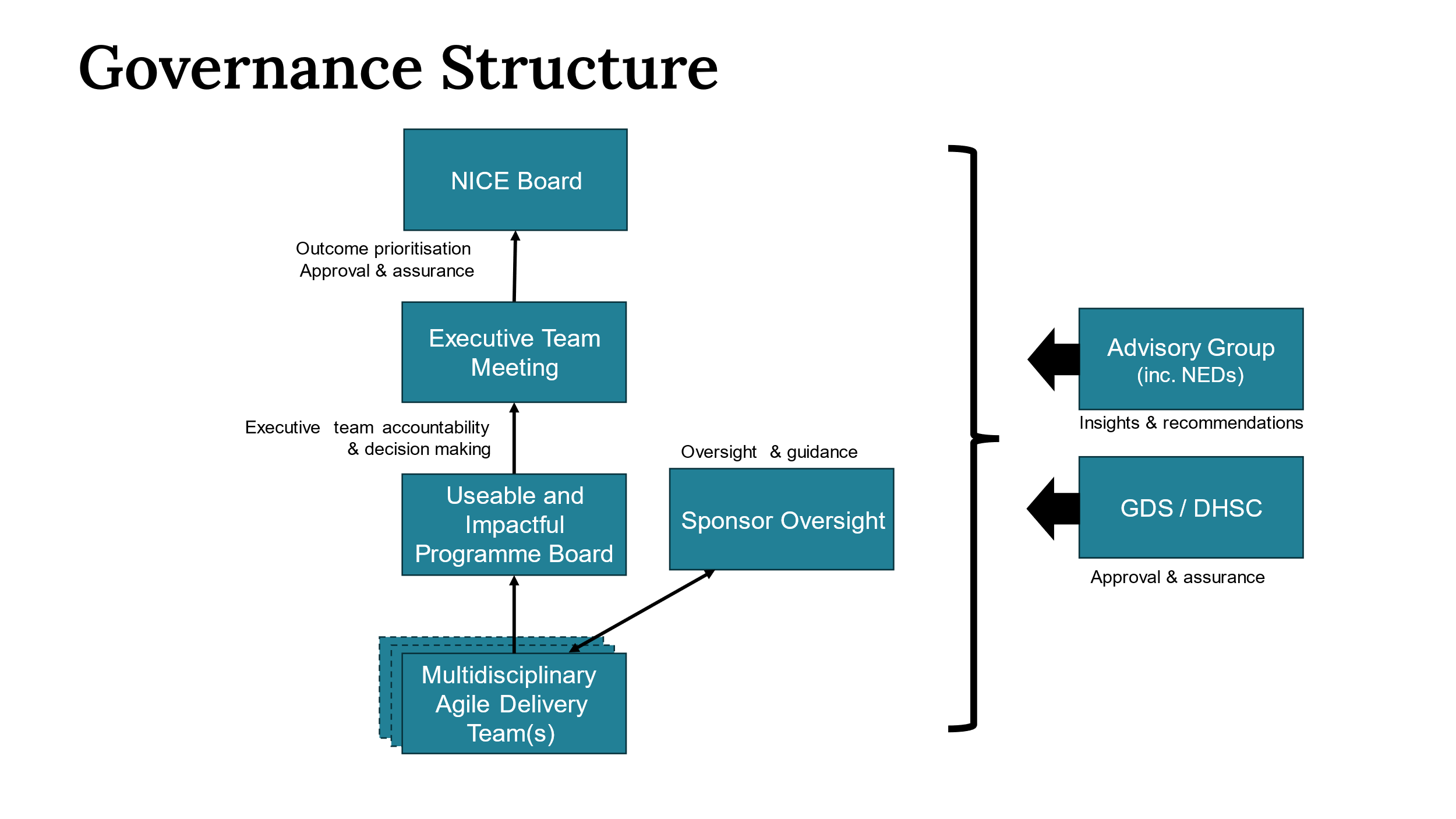
|  |  |  |
| --- | --- | --- |
| Role Title | Responsibility | Assigned staff name and job title |
| Business Sponsor | The project champion, responsible for the business case and project budget. | * Clare Morgan, Director of Impact and Partnerships * Raghunath Vydyanath, Chief Information Officer |
| Business Programme Owner | Programme champion and accountable for successful completion and realisation of the benefits. | * Hayley Garnett, Interim Head of Content (supported by Merissa Bellew as Business Change Lead) |
| Business Change Owner | Senior member of the business area and responsible for realising the benefits. | * **Content Creation and management** - Hayley Garnett, Interim Head of Content * **Product Innovation & Secondary content reuse** – Malcolm Canvin, Head of Product |
| Business Programme Manager(s) | Accountable for business outcomes, business benefit realisation and business adoption | Catherine Bridges, Programme Lead |
| DDaT Programme Manager | Manages the delivery of all aspects of the technology components | Peter Hough, Senior Service Delivery Manager |
| Programme Change Architect | Ensures the business architecture model is understood and reflects the programme vision. | Catherine Bridges, Programme Lead |
| Programme Technical Architect | Technical advice, decisions and innovation to ensure the design and technical aspects of the programme are consistent across all projects. | Vincent Doyle, Associate Director Engineering |
| Stakeholder Engagement Co-ordinator | Ensures there is active engagement at all levels with all stakeholders. | Catherine Bridges, Programme Lead |
| Business SMEs / Ambassadors | Brings business knowledge to the teams. | * **Content Creation -** Hayley Garnett, Interim Head of Content * **Content Management -** Merissa Bellew, Technical Advisor * **Product Innovation –** Malcolm Canvin, Head of Product * **Secondary content reuse –** Chris Flood, Head of Content Design |

The programme team will work in line with agile methodology. Day to day management of programme tracking and communication will be through Microsoft Teams.

**Governance and assurance**

The programme will be managed, overseen and assured through:

* Muti-disciplinary agile delivery teams, established to provide focused activity on aspects of the work programme
* A fortnightly Sponsor Oversight meeting informally oversees operational delivery progress, programme budget, programme risk and reporting.
* The monthly Usable and Impactful Programme Board meeting, chaired by the Director of Impact and Partnerships, includes relevant executive team members from across our guidance producing centres and core functions and reports to the Board on a bi-monthly basis.
* The monthly formal executive team meeting will review any escalations from the Programme Board to support mitigation of risks and benefits and decision making.
* A monthly Advisory Group of programme sponsors and champions including non-executive directors and external experts in the field will provide insights and recommendations.
* Exception reporting on performance and progress to the Board through the Integrated Performance Report and other NICE Priority Project reporting.
* External assurance from the Department of Health and Social Care (DHSC) and Cabinet Office Government Digital Services (GDS) teams.



**High-level milestones**

It is anticipated that the programme will run till Q4 26/27. If additional budget is identified, all reasonable endeavours will be made to accelerate the delivery and implementation of this programme. Activity may equally need to be scaled back during financial years, subject to available funding.

|  |  |  |
| --- | --- | --- |
| ID | Delivery Milestone | Timeframe |
| 1 | Scope / scale / business decision confirmed and NICE Board Approval of Business Case | May - July 2025 |
| 2 | Technical foundation to establish well-architected, secure and scalable environments. (subject to commercial approval) | June – July 2025 |
| 3 | Procurement process to co-deliver a new system / digital platform | June – August 2025 |
| 4 | Project foundations including project kick-off, planning and refinement. | August – September 2025 |
| 5 | Increment 1 – minimum viable features (to be determined) delivered (alpha) | TBD. Linked to 4. |
| 6 | Increment 2 – prioritised features (to be determined) delivered (alpha) | TBD. Linked to 4. |
| 7 | Increment 3 - prioritised features (to be determined) delivered (alpha) | TBD. Linked to 4. |
| 8 | Handover, review and transition to business-as-usual operation. | TBD. Linked to 4. |
| 9 | New system / digital platform operational within NICE (beta) | TBD. Linked to 4. |
|  |  |  |

The timeframes are based on a blended resource approach and subject to highlighted risks.

# Benefits realisation

The programme will be delivered in a phased, multi-year approach. It is anticipated that most business benefits, including efficiencies, will begin to be realised in 2026/27 and fully realised by 2027/28. Realisation of these benefits will enable us to achieve the primary aim of the programme - to make NICE guidance more usable and deliver the secondary benefits of increased efficiency in content creation and publishing, improved staff satisfaction and digital and data capability building.

Benefits realisation plans and trackers will be developed once the programme commences and form part of ongoing reporting.

The benefits, measures and drivers of improvement are detailed in the table below. The Impact score indicates the anticipated scale of importance for NICE and for users and we have indicated our confidence in fully realising these benefits by 2027/28.

| **Strategic aims** | **Benefits** | **Measures** | **Drivers of improvement** | **Impact**  **(High=3; Medium=2; Low=1)** | | | **Confidence in realisation** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **NICE** | **User** | **Impact score (sum)** |
| Primary aim: Improved usability for primary and secondary users | Primary users: Easier to navigate to relevant guidance content | Increase in our primary users reporting they ‘find it easy to find the information and advice I need from NICE’  Decrease in traffic to enquiry handling reporting inability to find content | Improve the search capability within NICE content for users  Increase the number of HealthTech and medicines  recommendations that are incorporated into guidelines at point of publication | 2 | 3 | 5 | Green |
| Primary users: Easier to make decisions | Increase in our primary audience reporting ‘NICE products are my guidance of choice when making decisions about care’  The percentage of primary users who report that NICE guidance is usable | Increase the adaptability and innovation in guidance products  Reduce the number of secondary products required to meet user needs, as delivered through new primary products | 2 | 3 | 5 | Amber |
| Secondary users: Easier to access and reuse | Increase in number of active users of the NICE content subscription service  Increase in income from the content subscription service | Reduce the number of instances where NICE content is re-used outside of managed subscription processes.  Improve the subscription service to better meet the needs of secondary content users  Improve the proportion of NICE content that adheres to the FAIR (Fair, Accessible, Interoperable, Reusable) data maturity model | 3 | 2 | 5 | Green |
| Primary and secondary users: Content is more complete, up to date and accurate | Improvement in consistency and quality of guidance content | Increase the proportion of quality assurance audits reporting compliance with content governance rules  Reduce the number of post-publication, non-technical changes to guidance content | 3 | 3 | 6 | Green |
| Secondary aim: Improved efficiency of content creation | Less staff time on existing tasks | Reduction in content and publishing pay costs | Reduce the time taken for content creation & management (due to automation)  Improve business processes for content creation and management, and product innovation | 3 | 1 | 4 | Green |
| Reduction in DIT non-pay and pay costs in servicing legacy digital applications | Retire legacy technologies (NORMA InDev, Publications, Syndication, Guidance Conversion Service, DocGen, Guidance Web)  These services are used across multiple business services all of whom need to be migrated before these digital services can be de-commissioned. | 3 | 1 | 4 | Green |
| Secondary aim: Improved staff experience and digital and data capability building | Improved staff experience | Improvement in Staff satisfaction (product and content teams) metrics from survey (““I have what I need to do my job well”, “NICE encourages trying new things”, “I have enough training and info to do my job well”) | Introduce technology that enables more effective delivery of business processes  Training and talent management in place | 3 | 1 | 4 | Green |
| Increased capacity and capability in digital and data | Reduction in staff turnover in DDaT roles  Staff satisfaction (DDaT roles) metrics from survey (“My innovation is valued”, “I have enough training and info to do my job well”) | Training and talent management in place  Staff are able to innovate and access cutting edge digital and data technologies to do their job well | 3 | 1 | 4 | Green |

# Risk management

Risks to the successful implementation of the proposed solution have been identified jointly between the DIT and business teams. Risks have been scored in line with the NICE Risk Management Framework using the current mitigation framework.

The highest scoring risks (12 and above) are summarised below:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Risk | Likelihood | Impact | Score | Mitigation | Lead |
| As a result of funding (immediate or future) not being made available, work cannot be progressed, which would lead to financial waste and not being able to realise the benefits | 4 | 4 | 16 | Thorough and realistic cost estimates. Effective spend controls in place during platform development and implementation   Investigate alternative funding sources. | Raghunath Vydyanath  & Clare Morgan |
| As a result of doing nothing and not investing in this programme, there is a risk that NICE will not be able to maintain quality in the future or innovate to meet the changing needs of our primary and secondary content users, which may result in increased internal costs, reputational damage and the organisation losing relevance. | 3 | 5 | 15 | The Board adopts a higher risk appetite for investment and delivery of this programme.  The Board considers the small scale of this innovation investment in relation to the organisation’s income. | Clare Morgan |
| As a result of the need to dual run processes and path to live, capacity issues may occur which would lead to delays in content creation and publishing guidance or increased resource costs. | 4 | 3 | 12 | Effective business planning and partnership working with guidance producing functions; consideration of outsourcing where appropriate.  Improve efficiency of business operating model for content creation through CQI  Regularly assess and plan capacity needs to ensure resource is aligned to priorities.  Minimise the amount of time dual running.  Train and upskill staff. | Clare Morgan |
| As a result of not investing in the required resources to build user interfaces and business structures that take advantage of the knowledge platform functionality, suboptimal utilisation of the platform may occur, which would lead to limited impact on KPIs and user experience. | 3 | 4 | 12 | Assess usage and business owned prioritisation of features to ensure the platform is fully utilised.  Investment in capability building and training to ensure effective usage.  Clear benefit realisation plan with path to live that builds trust and understanding.  Clear and constant communication with colleagues embedded throughout the journey; co-design solutions where possible | Clare Morgan |
| As a result of not staying up to date with the dynamic nature of the technology, an underestimation of the disruption caused by AI may occur, which would lead to reduced agility and unforeseen challenges in adapting to AI advancements to manage our business. | 3 | 4 | 12 | Regularly update knowledge on AI advancements, trends and the potential impacts.  Create strategies to help quickly adapt to and integrate with new AI technologies. | Raghunath Vydyanath |
| As a result of failing to properly articulate the technology and approach to stakeholders, they may perceive too much risk to adopt and drive meaningful change, which would lead to resistance and delays in implementation. | 4 | 3 | 12 | Early and continuous engagement with stakeholders.  Clearly articulate the benefits of change to all internal and external stakeholders to reduce resistance. | Catherine Bridges |
| As a result of different delivery paces between our supplier and NICE, we may have different spend profiles and resource availability, which would lead to misalignment and the inability to deliver the programme milestones. | 4 | 3 | 12 | Ensure clear and aligned work schedules, delivery milestones and expectations.  Use tools that facilitate real-time collaboration and communication. | Catherine Bridges |
| As a result of having more than one development partner, there may be overlap and duplication between NICE and its partners, which would lead to confusion and operational inefficiencies in delivery of the programme. | 3 | 4 | 12 | Clear descriptions of work packages and roles and responsibilities.  Effective programme management, business planning and partnership working.  Clear and constant communication across delivery partners throughout the development. | Catherine Bridges |
| As a result of limited capacity and capability within NICE to co-deliver the platform, we may not develop and retain the in-depth knowledge and expertise required to maintain the solution on an ongoing basis or act as an intelligent customer when dealing with delivery partners and other third parties, which would lead to higher costs | 3 | 4 | 12 | Capability and understanding already developed as part of the proof of concept.  Build internal technological and negotiation skills, expertise and confidence.  Maintain external expertise in Programme Advisory Group.  Maintain tight financial controls | Raghunath Vydyanath |

# Conclusion

The primary aim of this programme is to make NICE guidance more usable, through the implementation of a platform that enables efficient creation, management and publication of guidance content. The programme will deliver the long-term strategic ambition for NICE to provide a more usable guidance product offering that makes it easier for health and care practitioners, commissioners and providers (our primary audience) to make decisions. Secondary aims include improving the efficiency of content creation and enhancing staff experience and digital capability.

The programme and implementation of a knowledge platform and associated functionality is essential for NICE to innovate its content and guidance products to meet the needs of our users, both now and in the future. By transforming how NICE manages and publishes guidance content, this programme will enable the creation of integrated, user-centred products. Implementation of the knowledge platform and associated functionality also enables NICE to fully capitalise and embrace future data and digital innovation and create a data centric culture which is valued by NICE and its partners.