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# The NHS Supplier Handbook

Identifying funded opportunities  
in a fragmented landscape.

June 2023

# Contents


|  |           |
|--|-----------|
| <b>1. Introduction</b>                                       | <b>4</b>  |
| <b>2. The regional structure of the NHS</b>                  | <b>6</b>  |
| a. Decision making across ICSs, ICPs & ICBs                  |           |
| b. Spotlight: Procurement trends across London ICSs          |           |
| <b>3. The effectiveness of ICSs one year in</b>              | <b>11</b> |
| a. Future priorities for ICBs & ICPs                         |           |
| b. ICP Integrated Care Strategies & Joint Forward Plans      |           |
| c. Spotlight: South West London Joint Forward Plan           |           |
| <b>4. NHS priorities in 2023-24 and beyond</b>               | <b>15</b> |
| a. Recover urgent and emergency services                     |           |
| b. Recover productivity in line with NHS national objectives |           |
| c. Return to the NHS Long Term Plan                          |           |
| d. Transform the NHS for the future                          |           |
| i. Building Minimum Digital Foundations                      |           |
| ii. Procuring a Federated Data Platform                      |           |
| iii. Rolling out new functionality for the NHS App           |           |

|  |           |
|--|-----------|
| <b>5. NHS funding flows and capital allocations</b>                  | <b>26</b> |
| a. NHS technology funding  |           |
| b. ICB Capital Allocations   |           |
| c. Spotlight: Funding in North West London ICS                       |           |
| d. Alternative funding resources & allowances                        |           |
| i. Better Care Fund  |           |
| ii. Frontline Digitisation Fund                                      |           |
| iii. Targeted Investment Fund  |           |
| <b>6. Vertical spotlight: Opportunities for technology suppliers</b> | <b>43</b> |
| a. Open and upcoming technology contracts                            |           |
| b. Virtual Ward opportunities  |           |
| c. Telephony systems opportunities                                   |           |
| d. Electronic Patient Record opportunities                           |           |
| e. Cyber Security opportunities                                      |           |
| <b>7. Suppliers driving change across ICSs</b>                       | <b>55</b> |
| a. An overview of key ICS suppliers                                  |           |
| b. Spotlight: Overall supplier spend across London ICSs              |           |
| <b>8. Conclusion</b>   | <b>58</b> |
| <b>9. Sources</b>  | <b>61</b> |

# 1 Introduction



In February 2022, Stotles released our report:

 **'Digitising a changing NHS: The opportunities emerging for tech suppliers through the Integrated Care System (ICS) transition'.**

Since then, ICSs have become statutory bodies and the way the NHS prioritises and procures for services has shifted.

This report uses concrete examples to update suppliers on how the changes implemented over the last 15 months have affected how to successfully work with the NHS.

## The Objective

Using research from the [Stotles platform](#) into NHS procurement activity, this report aims to help readers accomplish the following:

- Understand national priorities for the NHS in FY 2023-2024.
- Learn how NHS England have allocated funding across ICS regions.
- Gain insights into how ICSs are performing against national objectives.
- Provide concrete methods of identifying upcoming opportunities with the NHS in 2023 and beyond.

## The Agenda

First, we will provide an overview of the NHS structure and landscape in the UK, clarifying the distinctions between ICBs, ICPs, and ICSs, and outlining the decision-making hierarchy. Next, we will discuss NHS England's priorities for 2023/24 and how these inform ICS level objectives and funding. To give you a clear picture of the flow of funds, we will examine the relevant budgets, including ICS capital allocations and major national funding programmes.

Throughout this report, we will spotlight the Greater London ICS region, to highlight how real ICSs are functioning against NHS priorities. We also spotlight opportunities for technology suppliers, drawing on examples identified via the [Stotles platform](#). Importantly, the insights presented can be replicated and applied across different NHS regions and supplier verticals.

## End Goal

Ultimately, our goal is to provide suppliers with an update on how procurement has shifted in the NHS since the release of our first ICS report, and to arm you with actionable insights to use when approaching and working with the NHS.



2

# **The regional structure of the NHS**

The structure and function of ICSs has not changed significantly since the release of our [original report](#) in February 2022.

The main aim of ICSs remains the same; to centralise health and care across public organisations and governing bodies in order to better meet the needs of their populations.

Since 1 July 2022, every region of England is covered by an ICS. In total, there are 42 ICSs, each at varying levels of maturity, with unique regional challenges.

## Not all ICSs are created equal

According to [The Health Foundation](#), the average population covered by an ICS is around 1.5 million people, but this figure ranges from 500,000 to more than 3 million.

The size of an ICS impacts the way in which it functions. For example, bigger ICSs tend to involve more government organisations which makes the decision making process more complex. On the other hand, ICSs with smaller geographical boundaries have fewer participating organisations which can help facilitate faster progress and procurement processes.

Pressures on services, funding, resources and health of the population also vary significantly across regions, making a one-size-fits-all approach impossible.

### NORTH EAST & YORKSHIRE

NHS Humber and North Yorkshire  
NHS North East and North Cumbria  
NHS South Yorkshire  
NHS West Yorkshire

### NORTH WEST

NHS Cheshire and Merseyside  
NHS Greater Manchester  
NHS Lancashire and South Cumbria

### EAST OF ENGLAND

NHS Bedfordshire, Luton and Milton Keynes  
NHS Cambridgeshire and Peterborough  
NHS Hertfordshire and West Essex  
NHS Mid and South Essex  
NHS Norfolk and Waveney  
NHS Suffolk and North East Essex

### MIDLANDS

NHS Birmingham and Solihull  
NHS Black Country  
NHS Coventry and Warwickshire  
NHS Derby and Derbyshire  
NHS Herefordshire and Worcestershire  
NHS Leicester, Leicestershire and Rutland  
NHS Lincolnshire  
NHS Northamptonshire  
NHS Nottingham and Nottinghamshire  
NHS Shropshire, Telford and Wrekin  
NHS Staffordshire and Stoke-on-Trent

### LONDON

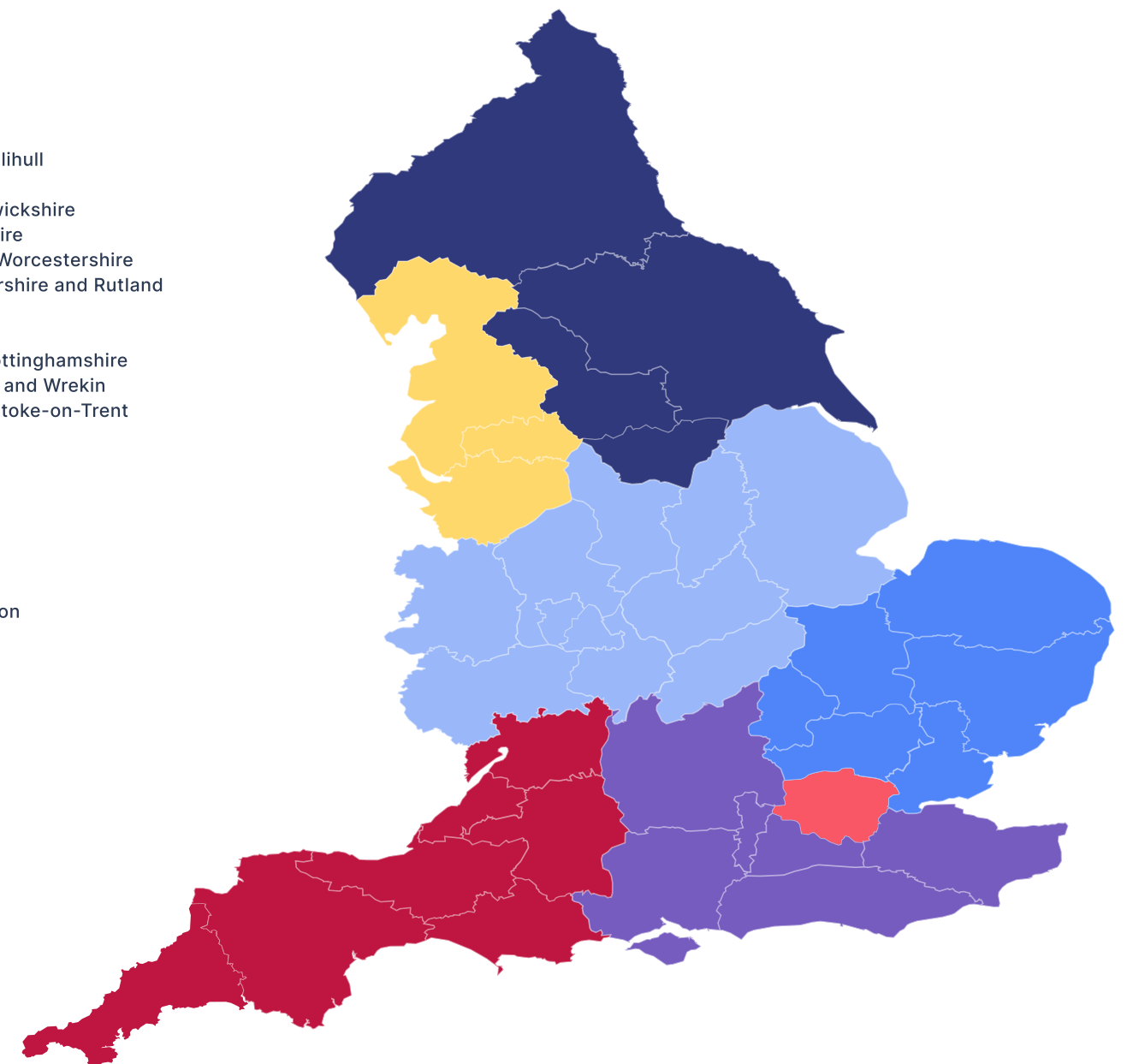
NHS North Central London  
NHS North East London  
NHS North West London  
NHS South East London  
NHS South West London

### SOUTH EAST

NHS Buckinghamshire, Oxfordshire and Berkshire West  
NHS Frimley  
NHS Hampshire and Isle of Wight  
NHS Kent and Medway  
NHS Surrey Heartlands  
NHS Sussex

### SOUTH WEST

NHS Bath and North East Somerset, Swindon and Wiltshire  
NHS Bristol, North Somerset and South Gloucestershire  
NHS Cornwall and The Isles Of Scilly  
NHS Devon  
NHS Dorset  
NHS Gloucestershire  
NHS Somerset



## Decision making within ICSs

Integrated Care Partnerships (ICPs) and Integrated Care Boards (ICBs) remain the two key statutory bodies within each ICS. Since our last report, we've learnt more about the function and decision making power of each.

### Integrated Care Partnerships

ICPs are partnerships jointly formed between the ICB and upper-tier local authorities within the ICS region. The goal of the ICP is to form an alliance of local, strategic constituents to come together and make decisions for their population's health and wellbeing.

### Integrated Care Boards

ICBs are newly formed NHS organisations within each ICS region that manage the functions and budgets for the provision of health services within the ICS.



ICBs should consist of at least 10 representatives, including:

- a chair and chief executive
- a director of finance, medical director and director of nursing
- at least two non-executive members
- at least three 'partner members' from within the ICS region

At the time of writing this report, ICB member numbers range from 11 to 24, with an average of 16 members.

# Regional spotlight: Top buyer authorities across London's ICSs

To demonstrate how the decision making hierarchy impacts procurement trends within ICSs, we've extracted data from Stotles to examine the types of organisations that have awarded contracts in the last 2 years across London ICSs.



## North West London

£60m+ awarded via:

- 45 NHS Trust contracts
- 17 local council contracts
- 8 CCG contracts

## North Central London

£60m+ awarded via:

- 48 City of London Corporation contracts
- 22 NHS Trust contracts
- 10 local council contracts

## South West London

£20m+ awarded via:

- 59 local council contracts
- 33 NHS Trust contracts
- 1 CCG contract

## North East London

£100m+ awarded via:

- 105 local council contracts
- 50 City of London Corporation contracts
- 11 NHS Trust contracts
- 1 CCG contract

## South East London

£22m+ awarded via:

- 25 local council contracts
- 19 NHS Trust contracts
- 1 ICB contract

## Local Councils and NHS Trusts are the biggest spenders in London's health market

ICS organisations in London have reported contract awards worth more than £260m in the past two years. The distribution of these contracts reveals crucial insights for suppliers: Local councils lead in contract provision, accounting for 49% of the total, followed by NHS Trusts with 28%, and the City of London Corporation with 21%. In contrast, CCGs and ICBs have a smaller footprint, awarding only 2% and 0.2% respectively.

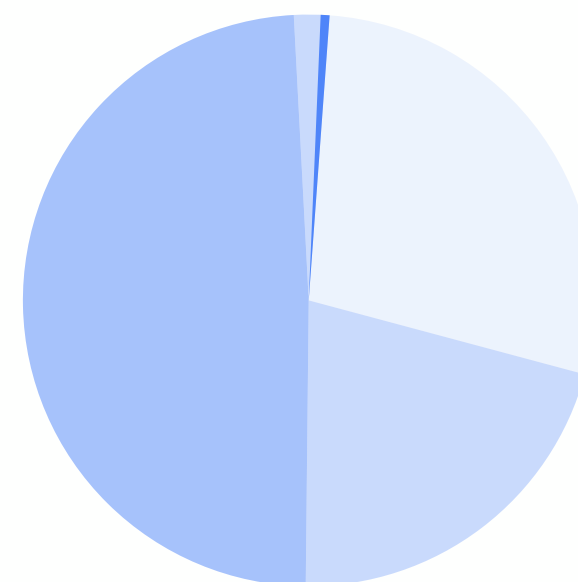
These findings suggest that while ICBs co-ordinate budgets and regional objectives, local authorities usually hold the final say in procurement decisions.

From this analysis, we advise suppliers adopt a dual engagement strategy for ICBs and NHS Trusts. This involves engaging with ICBs to anticipate upcoming regional opportunities, while directing outreach to decision-makers in Trusts and Councils, who are primarily responsible for contract awards.



### STOTLES TIP

Stotles customers leverage custom ICS views to track opportunities emerging across target regions. To get started, [sign up for free](#).



|      |                            |
|------|----------------------------|
| 49%  | Local Councils             |
| 28%  | NHS Trusts                 |
| 21%  | City of London Corporation |
| 2%   | CCGs                       |
| 0.2% | ICBs                       |

3

# The effectiveness of ICSs one year in



In November 2022, RT Hon Patricia Hewitt was commissioned to lead an independent review of the effectiveness of ICSs since becoming statutory law. The purpose of the Hewitt Review was to understand the shortcomings of ICSs and to recommend the changes needed to ensure success going forward.

Overall, the recommendations made are supported by ICS leaders across England.

## These recommendations include:

### **Reconsider allowance cuts:**

Budget allocation cuts should be reconsidered before the 2024 Budget to help ICSs succeed

### **Payment mechanism flexibility:**

The NHS should give ICSs more flexibility when determining allocations for services

### **Fewer central targets:**

The aim is to set targets at a local level, rather than a central level

### **Data sharing with ICSs:**

NHS data on ICS performance should be shared with ICSs themselves

Until the government accepts the recommendations, implementation will not occur. We encourage suppliers to keep up to date with news around the Hewitt Review, as the government is considering the proposed recommendations at the time of writing this report.



## Current structural priorities

2023/24 is the first full year of ICSs existing in their current form with the establishment of ICBs and ICPs. This means there is more information on how ICSs have functioned in the past 12 months, and how they plan to approach the future.

### Priorities for ICBs and ICPs this year include:

- Creating ICP integrated care strategies and ICB joint forward plans
- Developing ways of working across the system, including provider collaboratives and place-based partnership arrangements

#### ICP integrated care strategies

Integrated care strategies set the plans and direction of the system, laying out how NHS and local authorities work with providers and third-care providers to offer the best collaborative care.

These strategies aim to 'do things differently' to ensure improved care across England. Usually, they include exact goals that partners, working closely with the region's community, plan to deliver in the short, medium and long term.

#### ICB joint forward plans

The Health and Care Act 2022 requires ICBs and their partner trusts to prepare five-year joint forward plans (JFPs) at the beginning of each financial year.

Each System has flexibility to determine their JFP, as long as it exists in the boundaries set by NHS England. It is encouraged that the JFP be used to develop a shared delivery plan that takes into consideration the integrated care strategy, developed at the ICP and the joint local health and wellbeing strategy, developed at the local authority level.

# Regional spotlight: South West London ICS

## ICB Joint Forward Plan (JFP)

South West London (SWL) ICS has outlined their JFP in detail in [this document](#). Their first digital priority is to establish a strong foundation of digital infrastructure for the region to act as the basis for their shared care records. The end goal is to implement one platform where all information on a single patient is easily accessible across organisations, staff and patients. IT suppliers will be called upon to help deliver digital capabilities needed to achieve this priority over the coming years.

The table below outlines a handful of SWL ICS’s immediate priorities, along with possible services needed to achieve each project. This demonstrates how you can use ICS JFP’s to identify upcoming regional opportunities for your business. To qualify strategic documents and stay alerted on tender opportunities for SWL (or any ICS), [get started with Stotles for free](#).

| Project   | Description  | Services required                                     |
|---|--|---|
| EPR system levelling up                               | NHS England frontline digitisation funds to migrate Epsom & St. Helier onto the St. George’s Cerner system | Software development, system training                 |
| ICS digital infrastructure maturity assessment (DMA)  | Creation of a baseline for infrastructure using the infrastructure adoption model (INFRAM).                | IT resellers, IT consultants                          |
| ICB digital cyber maturity assessment                 | Creation of a baseline for cyber to understand ICB-level risks and investment prioritisation.              | Cyber security  |
| EPR 10-year roadmap and planning for re-procurement   | Creation of a baseline for infrastructure using the infrastructure adoption model (INFRAM).                | EPR systems providers, IT consultants                 |
| ICB system intelligence and data strategy development | Creation of a system intelligence strategy and plan.   | Strategic review services, IT implementation services |

4

# **NHS priorities in 2023/24 and beyond**

Now that the structure of how ICSs function is understood, let's look to the future of how they plan to succeed in the immediate term.

COVID is having a lasting impact on NHS services. Throughout 2022, there were at least 3,800 people in England hospitalised with COVID on any given day.

This strain on capacity has caused significant knock-on effects on the NHS's ability to deliver effective primary and secondary care. Because of this, NHS England has asked ICSs to focus on the following tasks for 2023/24:

- Prioritise recovering core services and productivity
- Return to delivering the key ambitions in the NHS Long Term Plan (LTP)
- Continue transforming the NHS for the future

The following section of the report dissects these objectives and provides further details on the top priorities for ICSs so suppliers know where to focus their efforts.

**Prioritise  
recovering core  
services and  
productivity**

**Continue  
transforming  
the NHS for  
the future**

**Return to  
delivering the key  
ambitions in the  
NHS Long Term  
Plan**

# 1

## Recover urgent and emergency services

Urgent and emergency services have been through the most testing time in NHS history, with a perfect storm of pressures impacting our whole health and care system. While [NHS England](#) has set ambitious goals to improve productivity, the first step for many regions across the UK will be to recover urgent and emergency care services taken to breaking point in 2022.

According to the [Delivery Plan for Urgent and Emergency Services](#), the winter crisis of 2022 saw hospitals fuller than pre-pandemic levels, with 19 out of 20 beds occupied and 7.2 million patients on waiting lists.

**Backed with a £1bn budget to deliver 800 new ambulances and 5,000 more hospital beds, the NHS have published a two-year delivery plan to help recover urgent and emergency care services, reduce waiting times, and recover the frontline of the NHS.**

7.2  
million

People on waiting lists

Hospital beds occupied

19  
out of 20

Patient beds occupied by patients fit for discharge

14,000

4

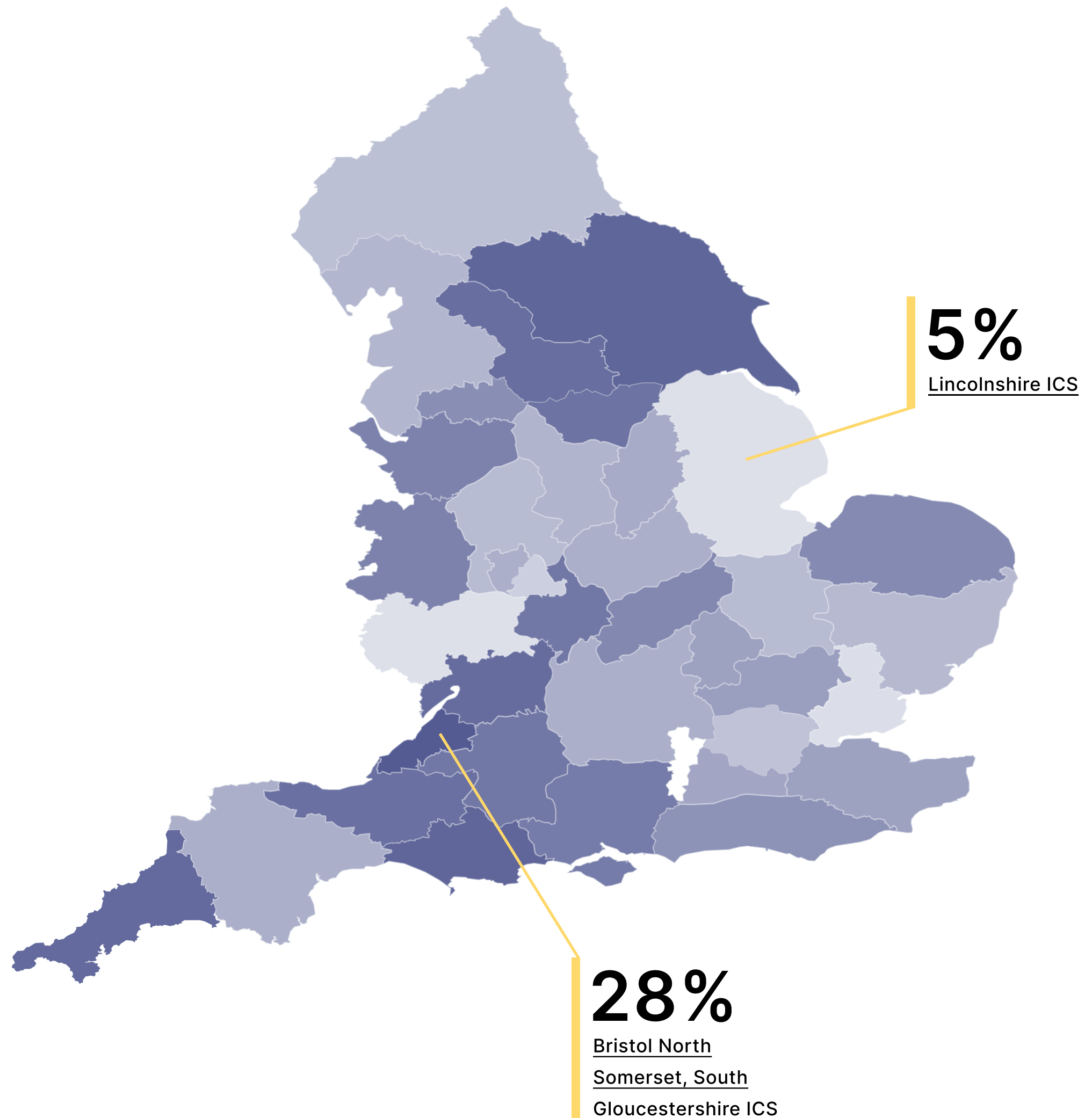
One of the main objectives of the delivery plan emphasises the need to improve efficient discharges from hospitals and increase at-home patient treatment. In January 2023, an average of 14,036 beds were filled with patients fit for discharge. Reducing this number is key to the NHS's recovery plan, and ICSs across the nation are procuring virtual ward solutions to help. This map highlights patient discharge data across ICSs below.

**Discharge performance:**  
**Beds occupied with patients not meeting criteria to reside**

0%

28%

To download full patient discharge data for ICB's across the UK, [click here](#).



# 2

## Recover productivity in line with NHS national objectives

With primary and secondary care services under unprecedented strain, [NHS England](#) require ICBs to develop recovery plans for healthcare systems across their ICS. ICSs will be judged on their performance against the [NHS national objectives for 2023/24](#), outlined in the table below. These objectives are largely focused on improving patient safety, outcomes and experience.

To showcase how Stotles can help you identify opportunities emerging from these national priorities, we've highlighted a downstream digital contract award for each key objective. To start identify relevant contract opportunities for your business, [sign up to Stotles for free](#).

**This table is a condensed version of the full national objectives list, available in NHS England's operational guidance document.**



| Area                      | Objective   | Downstream digital procurement                            |
|---------------------------|---|---|
| Urgent and emergency care | Reduce adult bed occupancy to 92% or below.   | <a href="#">Virtual Ward Expansions</a>                   |
| Community health services | Consistently meet or exceed the 70% 2-hour urgent community response standard.  | <a href="#">Clinical Pathway Systems</a>                  |
| Primary care              | Make it easier for people to contact a GP practice and be seen within 2 weeks.  | <a href="#">Patient Administration Systems</a>            |
| Elective care             | Deliver an appropriate reduction in outpatient follow-up in line with the national ambition to reduce activity by 25% against the 2019/20 goal. | <a href="#">Patient Follow-Up Systems</a>                 |
| Cancer & diagnosis        | Ensure timely access to diagnostics in order to provide high quality services and early diagnoses.  | <a href="#">Clinical Digital Systems</a>                  |
| Maternity                 | Ensure all women have personalised and safe care pathways.  | <a href="#">Maternity &amp; Neonatal Clinical Systems</a> |



# 3

## Return to the NHS Long Term Plan (LTP)

The third priority for NHS England is to create strong foundations for the future. The LTP sets out the “north star” metrics for success.

These metrics focus on core commitments to deliver services for mental health, people with learning disabilities and people with autism. The NHS sees prevention and effective management of long-term conditions as key to improving population health and curbing the increasing demand for healthcare services.

NHS England will work with ICSs to support delivery of the primary and secondary prevention priorities set out in the LTP. This table lists out the key objectives for improvement, and offers examples of downstream digital awards to help suppliers understand procurement opportunities in the space.

| Area  | Key action   | Downstream digital procurement              |
|---|--|---|
| Mental health   | Develop a workforce plan that supports delivery of the system’s mental health delivery ambition.             | <u>Mental Heath Digital Services</u>        |
| People with learning difficulties and autistic people | Test and implement improvement in autism diagnostic assessment pathways.                                     | <u>Waiting List IT Systems</u>              |
| Prevention and health inequalities                    | Update plans for the prevention of ill-health and incorporate them in joint forward plans.                   | <u>Health equality digital applications</u> |
| Investing in our workforce                            | Improve retention and staff attendance through a systematic focus on all elements of the NHS People Promise. | <u>ESR Solutions</u>                        |



# 4

## Transforming the NHS for the future

The long-term sustainability of our healthcare system depends on building strong digital foundations. NHS England will work with ICSs to level up digital infrastructure and drive greater connectivity and patient outcomes, prioritising:

The following section of this report will provide updates on the progress towards these three key areas to help technology suppliers understand how they affect ICS plans moving forward.

### 1 | ICS funding to meet minimum digital foundations:

Especially electronic patient records, and scale up use of digital social care records in accordance with the What Good Looks Like Framework (WGLL).

### 2 | New functionality for the NHS App:

To help people take greater control over their health and interactions with the NHS, including access to their patient records, improved functionality for prescriptions and support for hospital appointments.

### 3 | A Federated Data Platform:

Available to all ICSs, with nationally developed functionality to help maximise capacity, reduce waiting lists and coordinate care.

## Building Minimum Digital Foundations

ICSs are expected to achieve the core digital capabilities and skills set out in the WGLL framework by 2025. To achieve minimum digital foundations, each ICS should aim to develop:

### **Electronic Patient Records (EPRs):**

ICSs should have fully digitised patient records across their region, enabling secure access and information sharing among organisations and third parties.

[For more on EPR Opportunities, See Page 52]

### **Cyber Resilience:**

ICSs must have robust cybersecurity measures in place to protect patient data and the integrity of their digital infrastructure.

[For more on Cyber Opportunities, See Page 53]

**Digital-first services:** ICSs should provide patients with digital access to health and care services via the NHS App and Website, including online appointments, remote consultations, and digital prescriptions

The WGLL framework establishes ICSs must develop digital strategies to guide the implementation of digital health and care services in their region.

To help technology suppliers understand where ICSs are in their digital maturity journey, we've provided a map of ICS's categorised by whether they have published a digital strategy below. The source of this information is Health Sector Journal's, with the full report available [here](#) (February, 2023).

What is the status of ICS's digital strategies?

- Has strategy
- Draft
- No strategy
- Did not provide information

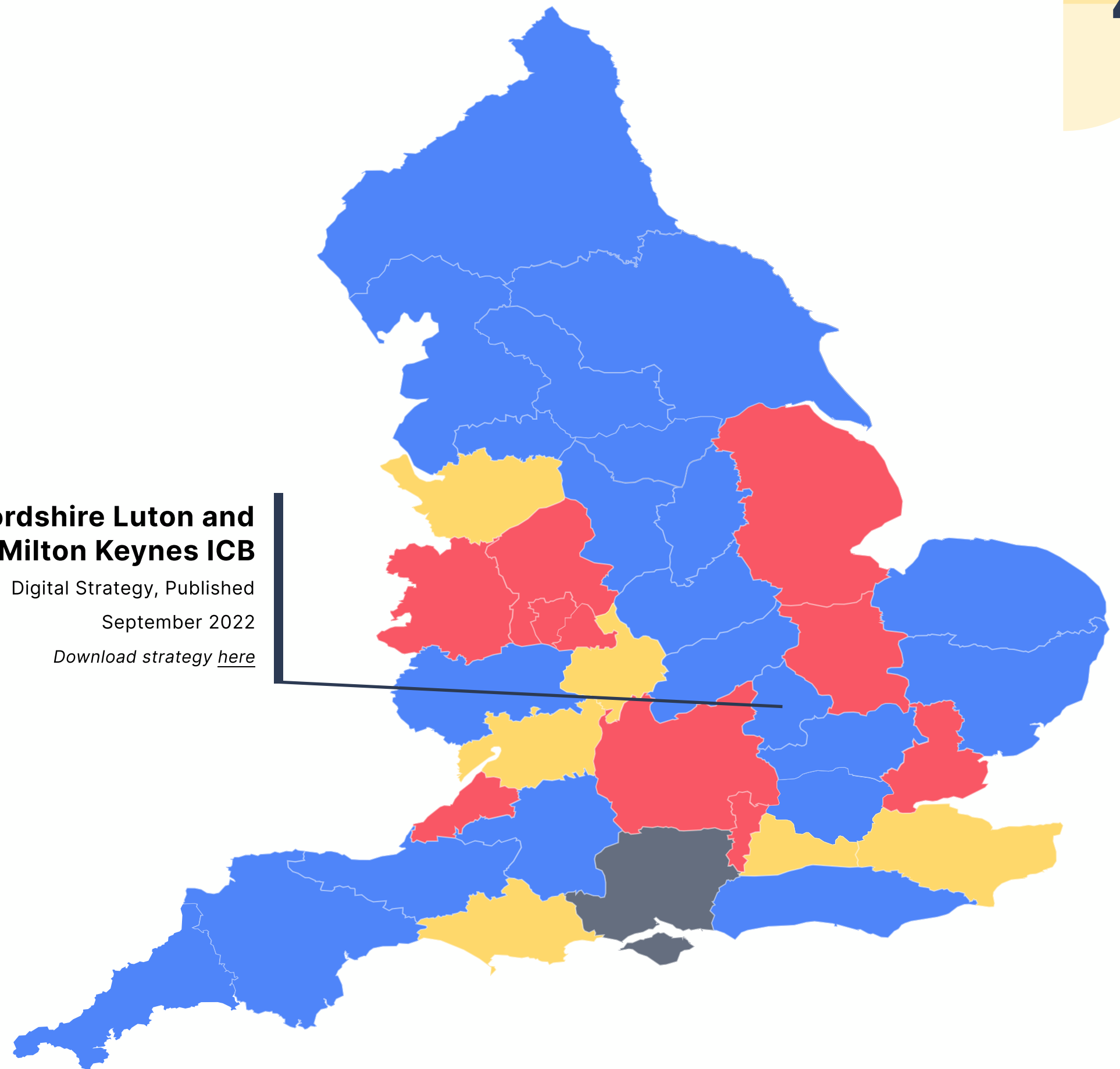


**STOTLES TIP**

Suppliers can segment their approach to ICSs by the status of their digital maturity. To read more, read our [how-to guide here](#).



**Bedfordshire Luton and Milton Keynes ICB**  
Digital Strategy, Published September 2022  
[Download strategy here](#)



## 2

### Procuring a Federated Data Platform

NHS England are procuring a Federated Data Platform to address the challenge of scaling and sharing information across the health and care system. The platform aims to provide health and care organisations with a safe and secure environment to bring together operational data currently siloed in separate systems.

Numerous reports, including the Financial Times, suggest that Palantir will be the chosen supplier for the project.



#### STOTLES TIP

To create a feed of hyper-relevant tenders & stay on top of opportunities with daily notifications sent directly to your email or CRM, sign up to Stotles for free.



Awarded £11.5m contract to provide Foundry platform to support the procurement of the new NHS FDP on 11th June.



The screenshot shows a procurement portal interface. At the top, there's a navigation bar with 'S.' logo, 'Procurement notices', 'Buyers', 'Suppliers', 'Reports', 'Settings', 'Help', and a bell icon. Below this, a card displays the title 'NHS Federated Data Platform and Associated Services' with a '2' in a box, a 'More' dropdown, and buttons for 'Follow up', 'Disqualify', and 'Source documents'. The card also shows 'Buyer: NHS England', 'Value: £480,000,000 GBP', 'Signals: Data Platform, Big Data, Digital Transformation', and 'Assignee: Unassigned'. The main content area is divided into 'Description' and 'Timeline'. The 'Description' section contains two paragraphs of text about the contract extension and procurement process. The 'Timeline' section shows 'Publish date: 2023-01-03 5 months ago' and 'Close Date: 2023-02-09 5 months ago'. A 'Show more' link is visible at the bottom of the description section.

The FDP procurement will provide trusts and ICSs with the capability to develop their own digital tools that address their most pressing operational challenges and enhance their ability to make informed decisions. We recommend closely monitoring the outcome of this opportunity, which will impact the way ICSs manage and exchange data in 2023 and beyond.

### 3

#### Rolling out new functionality for the NHS App

53%

**Trusts have Patient Engagement Portals (PEP) in place**

39%

**Just 39% of these are integrated to the NHS App**

80%

**NHS England aim to achieve NHS App and PEP integration in 80% of Trusts by September 2023**

Whilst plans for a Federated Data Platform focus on improving the way ICSs internally exchange data and make decisions, NHS England's ambitions for the NHS app focus on improving the accessibility and experience of healthcare for patients.

NHS England will continue to work with ICSs to develop 'digital first' options for the public and integration with the NHS App to help patients identify their needs, manage their health, and get the right care in the right setting. This includes "Patient Engagement Portals" (PEP), which deliver personalised and secure health communications straight to patients smartphones.

In a May 2023 board update, NHS England revealed that 72 acute NHS Trusts have PEP's in place, but just 28 of these are integrated to the NHS App.

With an aim to unlock app and PEP integration in over 80% of trusts by September 2023, technology suppliers should closely monitor upcoming digital transformation and data migration opportunities in this area.

### 4



5

# **NHS funding flows and ICS allocations**

To help you understand how NHS England has allocated funding to achieve their national priorities, this section of the report unpacks funding allocations to help you understand who, how and when to approach NHS authorities in 2023 and beyond.

## NHS digital funding:

In 2021 the NHS was allocated [a £2.1b technology budget until 2024/25](#), designated towards frontline digitisation of ICSs and local authorities. However, [a recent HSJ report](#) suggests this technology budget has since been cut to £1b, with remaining capital to be allocated towards the least digitally mature ICSs.

With NHS's headline technology budget slashed, ICSs are expected to find funds for digital initiatives from other capital allocations and external funding programmes.

With this in mind, this section of the report unpacks ICB capital allocations to understand which ICSs have access to the largest capital budgets

## ICB capital allocations

The [2022 autumn statement](#) saw the Chancellor promise an extra £1.4bn for NHS capital investment in 2023/24 and 2024/25. Adjusting for inflation, this represents a 0.2% increase in spending over the next two years.

[NHS England](#) is responsible for determining how this capital is allocated to ICBs, who then decide how these budgets are allocated within their ICS. The allocations process uses a statistical formula to make geographic distribution fair, reflect local healthcare needs and reduce health inequalities.

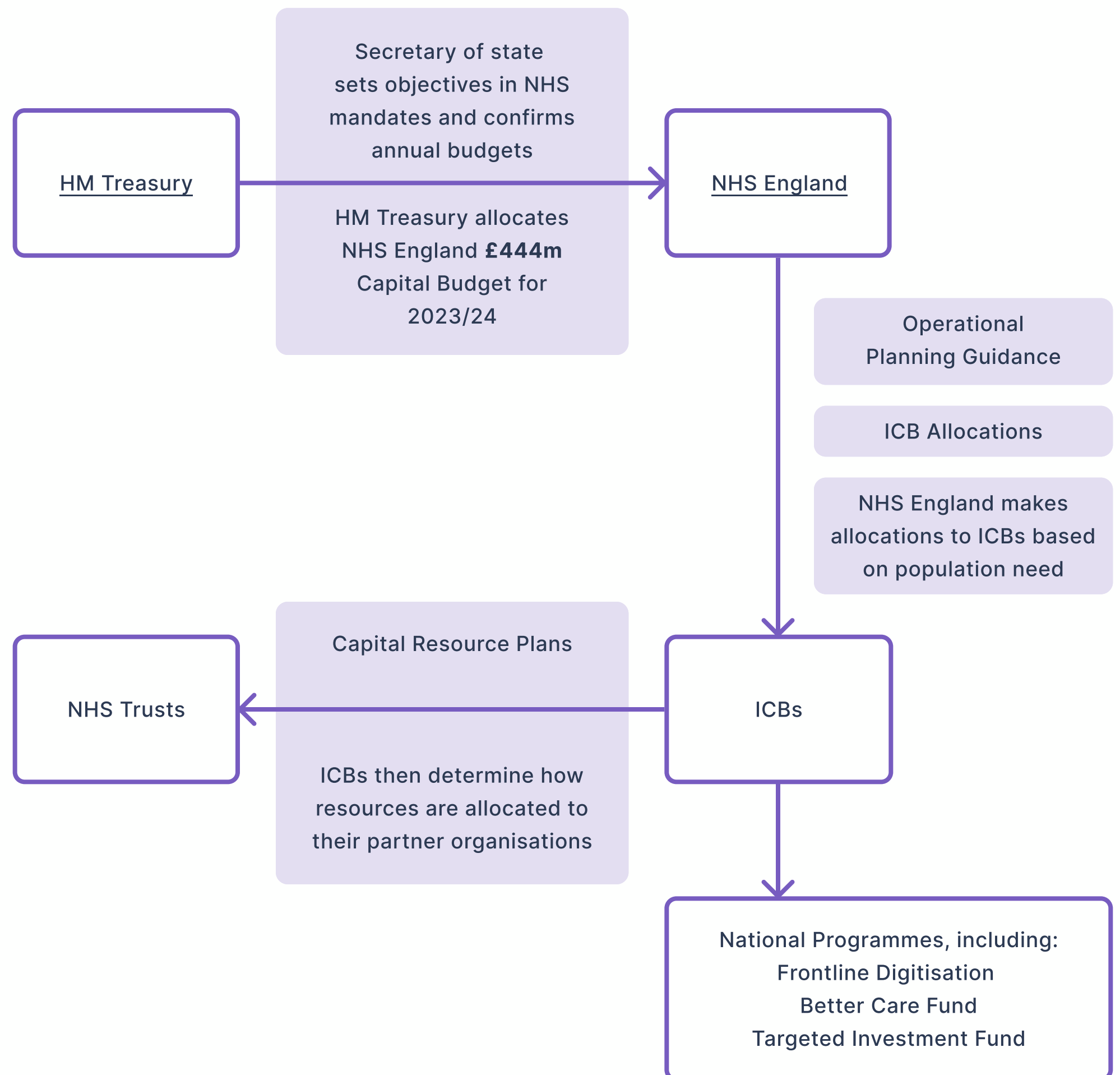
To help you target the ICSs with the most buyer activity, the next page of the report breaks down how capital is allocated across the UK, before showcasing national allocations and spotlighting North West London.



# How NHS funding flows

Each year, the HM Treasury sets a budget for how much capital investment the NHS England can make, covering all capital spending by the department and constituent authorities. For the period 2023/24, the HM Treasury has allocated NHS England a £444m capital budget.

This overall capital budget is then allocated by NHS England to ICBs, who can determine how that budget is spent. Capital expenditure generally relates to long term investments in building and maintaining NHS land, facilities, IT and medical equipment.





# National ICB allocations

It is the ICB's responsibility to ensure that their ICS remains within the allocated budget. ICB's in deficit will be expected to reduce spending in the following financial year. To help you understand a baseline of where capital is flowing in 2023/24, we have mapped core national ICB allocations in this map.

## ICB Capital Allocations

£916,742

£6,012,086

£6,012,086

North East And North  
Cumbria ICB

£916,742

NHS Shropshire  
Telford and Wrekin

To view full  
capital funding  
allocations for  
all 42 ICBs in  
2023/24,  
[click here.](#)

# Regional funding breakdown

Now that the national allocation of capital is understood, let's examine regional level funding allocations to provide a clearer picture of how funding is allocated and channelled towards technology opportunities.

While ICB capital allocations provide a useful baseline of capital funding available for ICSs, they do not provide a full account of the funding available to each ICS. In addition to capital allocations, ICSs can also acquire funding by applying to national programs, such as the [Targeted Investment Fund](#) or [Frontline Digitisation Fund](#), which allocate funding for approved projects or initiatives.

## Capital resource plans: Understanding CDELs

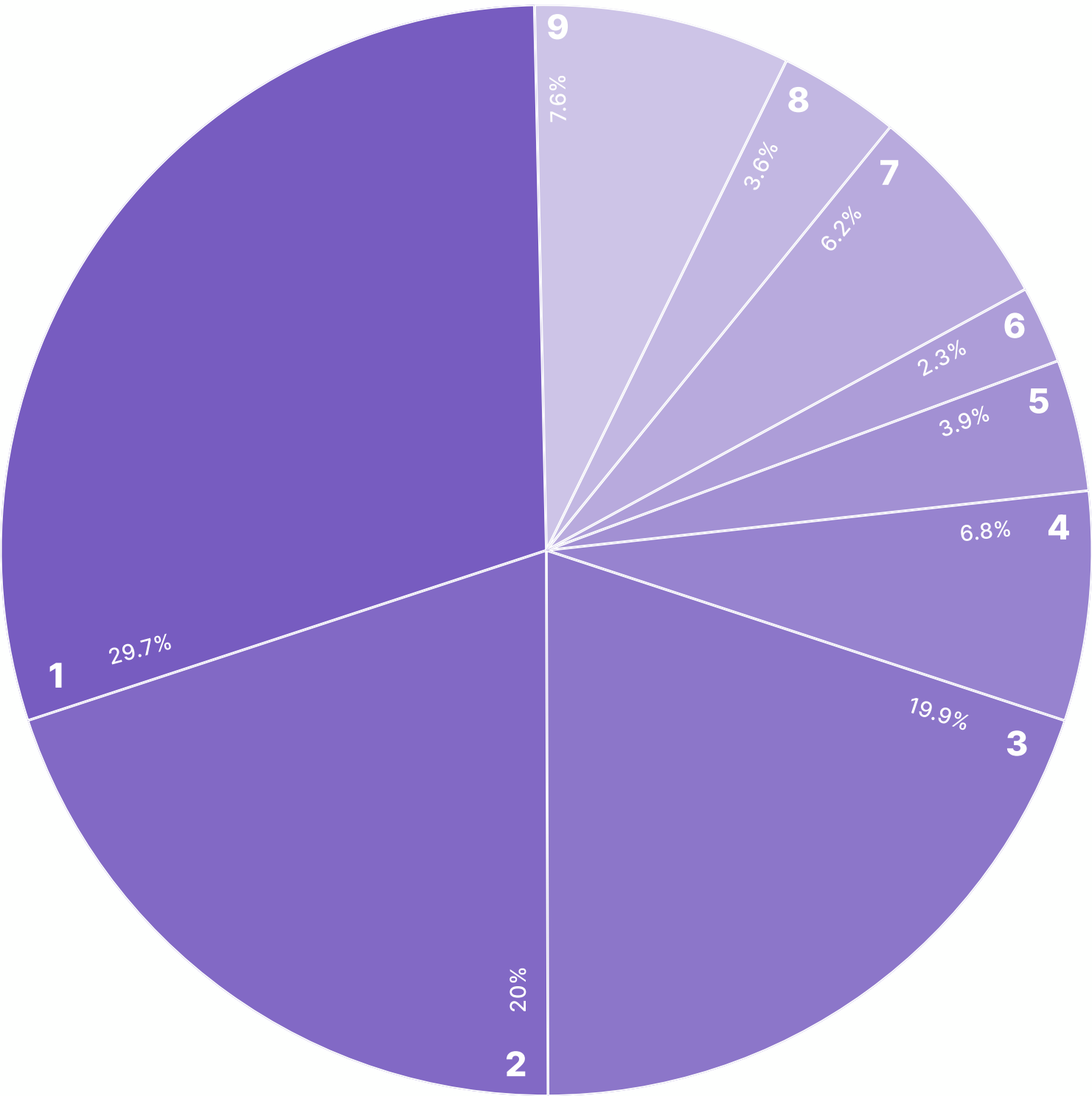
By combining capital allocations and national program funding, ICSs can account for their total budget (referred to as a capital departmental expenditure limit (CDEL). At the start of each financial year, ICB's are required to publish Capital Resource Plans which reveal their ICS CDEL for the upcoming year. Capital Resource Plans also disclose projected spending and how funding will be allocated to partner trusts, providing suppliers with strong insights on which upcoming opportunities they can pre-engage over.

In this section, we spotlight [North West London 2023/2024 capital-resource plan](#) to give you a clearer picture of how capital funding is allocated towards procurement opportunities in ICSs.

# Spotlight on North West London (NWL) ICS

NWL ICS have a total CDEL of £343m available in 2023/24. This comprises £223.5m in operational capital and over £100m in national programme funding. To help you understand how this budget flows, we will analyse capital and national funding allocations, before summarising the regional distribution of this total ICS budget.

- 1 Maintenance
- 2 IT&Digital
- 3 New Build
- 4 Fleet, Vehicles & Transport
- 5 Fixtures & Fittings
- 6 Fire Safety
- 7 Equipment
- 8 Plant & Machinery
- 9 Other



## Operational Capital

In line with the ICSs long term strategic plans, NWL 2023/2024 Capital Resource Plan seeks to achieve the following objectives:

- Improving elective recovery and access
- Increase diagnostic capacity to support elective recovery
- Support transformational IT/digital schemes that improve efficiency and patient experience
- Modernise ageing estates in NWL through asset disposals and maintenance of existing buildings.

The ICS has made a strategic decision to leverage IT/Digital as a key enabler to transform healthcare in NWL. To support this objective, £43.9m (20%) of the capital allocation has been allocated to IT/Digital.

Cerner patient records at The Hillingdon Hospital (£5.3m)

Surgical Robot at The Hillingdon Hospital (£2.6m)

Cerner patient records at London North West Health Trust (£8.6m)

N365 licensing & GP IT refresh at NWL ICB (£2.7m)

## National programme allocations

In addition to operational capital allocations, NWL ICB expects to receive £86m in national programme funding. This funding is supplementary to the trusts operational capital and will be used to support major projects including, including:

Urgent & Emergency Care (UEC) for the ICS held at Chelsea and Westminster Foundation Trust (£26m)

Front Line Digitisation at The Hillingdon Hospital (£1m) and London Ambulance Service (£0.7m)

Targeted Investment Fund (TIF) - Ambulatory Diagnostics Centre and Treatment Centre Redevelopment (£20.1m) Chelsea and Westminster Foundation Trust.

Community Diagnostics Centre London North West University Healthcare Trust (£19.2m) and Imperial (£12.2m)

Diagnostics Digital Capacity Imperial (£0.4m)

To help you understand the full CDEL allocation in NWL, inclusive of both operational capital and national programme funding, we have condensed the CDEL table reported in their [Capital Resource Plan](#), attaching disclosed regional initiatives to each funding allocation.

For the full table, please consult the [source document](#).

\*(Diagnostics, Frontline Digitisation, Mental Health, TIF, UEC)

| Budget (CDEL)   | Operational Capital | Capital Initiatives  | National Programmes* | Programme Initiative  | Other         | Total system Budget (CDEL) |
|---|---------------------|--|----------------------|---|---------------|----------------------------|
| <a href="#">North West London ICB</a>                         | £4.2m               | ICB operational capital of £4.2m is earmarked for an £2.7m IT refresh, including N365 licenses.                            | -                    |   | -             | £4.2m                      |
| <a href="#">Central North West London FT</a>                  | £14.5m              | Environmental H&S Infrastructure works (£2.4m)   | £0.58m               | Urgent and Emergency Care Programme: UEC Discharge Hub (£0.58m)                                     | £1.42         | £16.5m                     |
| <a href="#">Central London Community Healthcare Trust</a>     | £10.3m              | -  | -                    |   | -             | £10.3m                     |
| <a href="#">Chelsea and Westminster Foundation Trust</a>      | £33.5m              | Diagnostic Centre (£12.2m)   | £46.1m               | Targeted Investment Fund: Ambulatory Diagnostics Centre and Treatment Centre Redevelopment (£20.1m) | £2.6m         | £82.2m                     |
| <a href="#">Imperial College Healthcare Trust</a>             | £63.4m              | Charing Cross (CXH) ward refurbishment / upgrade (£3.5m), CXH MRI enabling (£2m) and community diagnostics centre (£12.2m) | £12.6m               | Community Diagnostics Centre: £12.2m  | -             | £76.4m                     |
| <a href="#">London Ambulance Service</a>                      | £27m                | £15m for fleet replacement.  | £0.56m               | Frontline Digitisation Fund: £0.7m  | £1.2m         | £28.8m                     |
| <a href="#">London North West University Healthcare Trust</a> | £29m                | CMH Elective Orthopaedic Hub (£8.6m)   | £25.4m               | Diagnostics Fund: Endoscopy £6.2m   | £1m           | £55.4m                     |
| <a href="#">The Hillingdon Hospitals NHS Trust</a>            | £21m                | Cerner Patient Records (£5.3m) and Surgical Robot (£2.6m)  | £0.97m               | Frontline Digitisation Fund: £0.9m  | £26.2m        | £48.4m                     |
| <a href="#">West London Mental Health Trust</a>               | £20m                | Broadmoor redevelopment project (£6.7m)  | -                    |   | £1.1m         | £21.1m                     |
| <b>Total full year plan</b>                                   | <b>£219m</b>        | <b>-</b>   | <b>£86m</b>          |   | <b>£33.52</b> | <b>£343m</b>               |



#### STOTLES TIP

The “Capital Initiatives” column provides a concrete indicator of upcoming opportunities you can engage over.

- 1 **Better  
Care Fund**
- 2 **Frontline  
Digitisation  
Programme**
- 3 **Targeted  
Investment  
Fund update**

S.

## External funding budgets

In addition to core capital allocations, ICS's can benefit from national programmes managed centrally by [NHS England](#) or the [Department of Health and Social Care](#) (DHSC). This can help support larger projects which are not financed with capital allocations alone.

In this section, we highlight three of the largest programmes available for ICSs to leverage, and outline the services they fund. This information can assist suppliers in estimating their budgets more accurately.

## Better Care Fund

The Better Care Fund (BCF) was established in 2013 as a pooled fund initiative between the DHSC, NHS England, and local government organisations. The BCF aims to reduce strain on hospitals by facilitating the discharge of patients out of hospital, reducing the chances of readmission, and supporting people to avoid long term residential care.

In January 2023, DHSC published the BCF Policy Framework 2023 to 2025 which contains ‘at least £16b’ to be spent in 2023/24 and 2024/25.

| BCF Funding Contributions        | 2023/2024 | 2024/2025 |
|----------------------------------|-----------|-----------|
| Minimum NHS contribution         | £4.7bn    | £5bn      |
| Improved Better Care Fund (iBCF) | £2.1bn    | £2.1bn    |
| Disabled Facilities Grant (DFG)  | £0.5bn    | £0.57bn   |
| Discharge funding                | £0.6bn    | £1bn      |
| Total                            | £8bn      | £8.7bn    |

Within NHS’s contributions, over £100m is committed to digitise social care, focusing on the adoption of digital care records, cyber security awareness, digital skills and testing, evaluating and scaling new technologies. An additional £50m is committed to joining up care through better data and local authority assurance.

By Spring 2024, social care authorities will be expected to achieve digital maturity objectives including:

Evidence base published following the testing of care technologies where they have demonstrated benefits to the safety and quality of care delivery

All assured digital social care record systems will capture a minimum data set for social care providers, providing a standardised set of information that can be shared between care settings

80% of CQC-registered providers, and at least 80% of people, have a digital social care record



£139m

Greater Manchester ICS

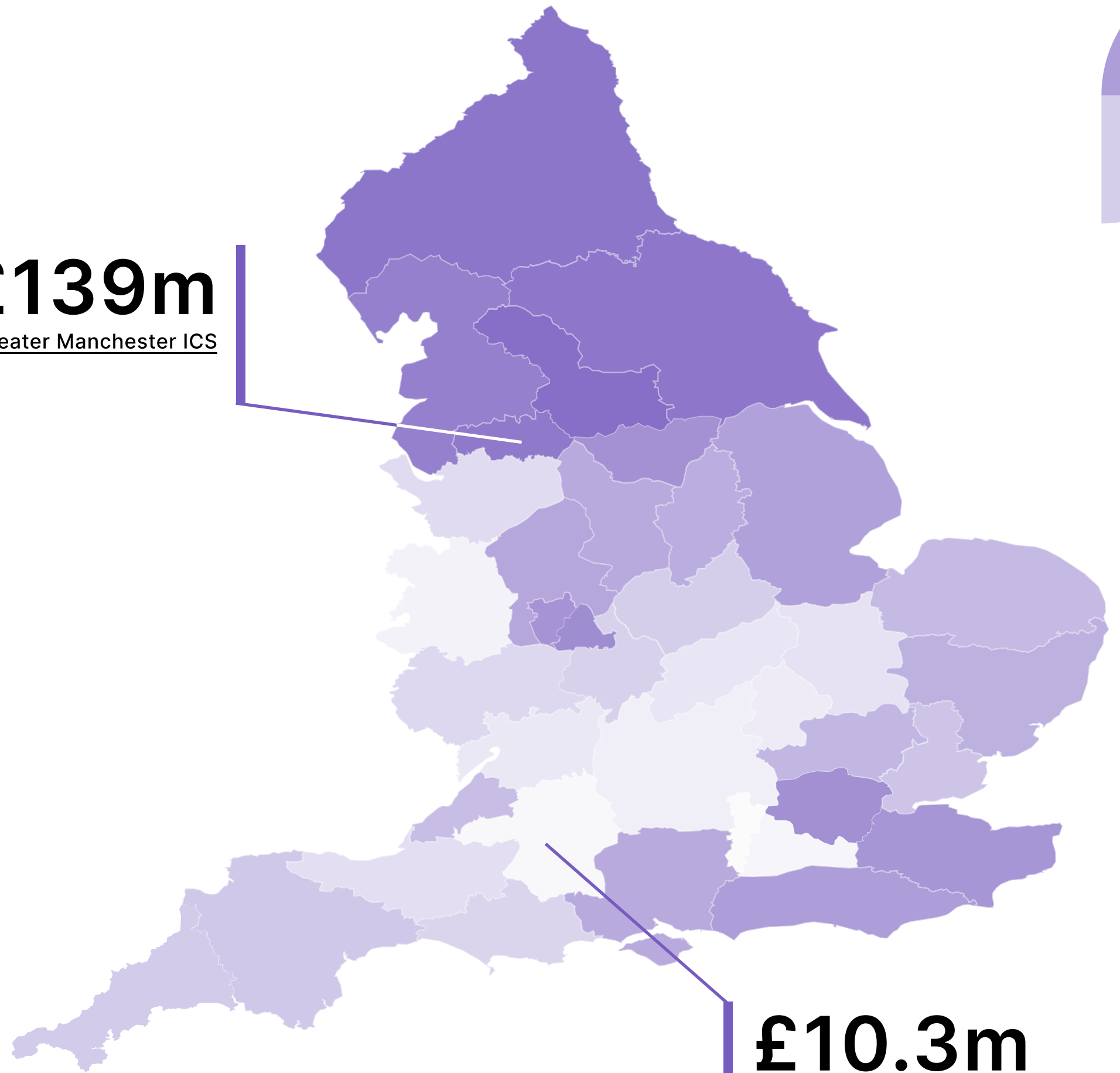
To help you understand where this huge funding pot is being allocated, we've mapped 2023/24 BCF council allocations across the 42 ICSs.

ICB Better Care Fund Allocations

£7,770,678

£152,266,057

For the full BCF allocation data, [click here.](#)



£10.3m

Bath and North East Somerset

## Frontline Digitisation Programme

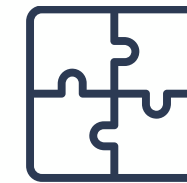
The Frontline Digitisation Programme was set up by NHS England in 2021 to improve the digital maturity of health and social care services. The programme initially pledged £1.9b to help trusts meet core levels of digitisation and achieve the following ambitious targets:



- 1** Ensure that 90% of provider organisations will have an Electronic Patient Record (EPR) by December 2023.



- 2** Ensure all trusts meet our core digitisation standards.



- 3** Improve the capability of Shared Care Records (ShCR) to enable ICSs to better provide integrated care.

The expectation is that by March 2025, all clinical teams in an ICS should be able to access EPRs with a complete view of patients' health records, including prescriptions and clinical history. By accessing the right information at the right time, healthcare professionals will be able to improve the quality and efficiency of care and release billions of pounds back to the NHS.

While recent reports suggest the NHS's technology budget has since been halved to less than £1b, the remaining funding is expected to continue to cover the costs of around 10 new EPR systems.

For more information on how to identify remaining EPR opportunities with the NHS, please turn to page 53.

## Targeted Investment Fund update:

In September 2021, [NHS England](#) announced a £700m three-year capital [Targeted Investment Fund \(TIF\)](#), to support schemes that promote recovery from the Covid-19 pandemic.

### TIF funding was originally designated for:

Additional day surgery units to boost activity and avoid patients having to stay overnight or longer

Additional permanent and modular theatres and surgical hubs in multiple trusts

Expanding outpatient space for those not staying overnight, to increase the numbers of patients that can be seen

Upgraded or new imaging equipment, including MRI and mobile breast screening units

The NHS has not provided a clear statement on the status of the TIF since it was first announced in 2021. However, various NHS communications confirm this fund is still active, with continued funding provided to ICBs and Trusts:

“

“The TIF will provide almost 600 new beds (584) specifically for elective care, dozens of elective theatres which will deliver state-the-art treatment and nearly 90 more critical care beds across the country.”

*[NHS England News, February 2023](#)*

“

“New TIF worth £207.3m will create additional surgical theatres, beds ring-fenced for surgical care and extra diagnostic equipment so NHS staff can see and treat more Londoners.”

*[NHS England News, March 2023](#)*

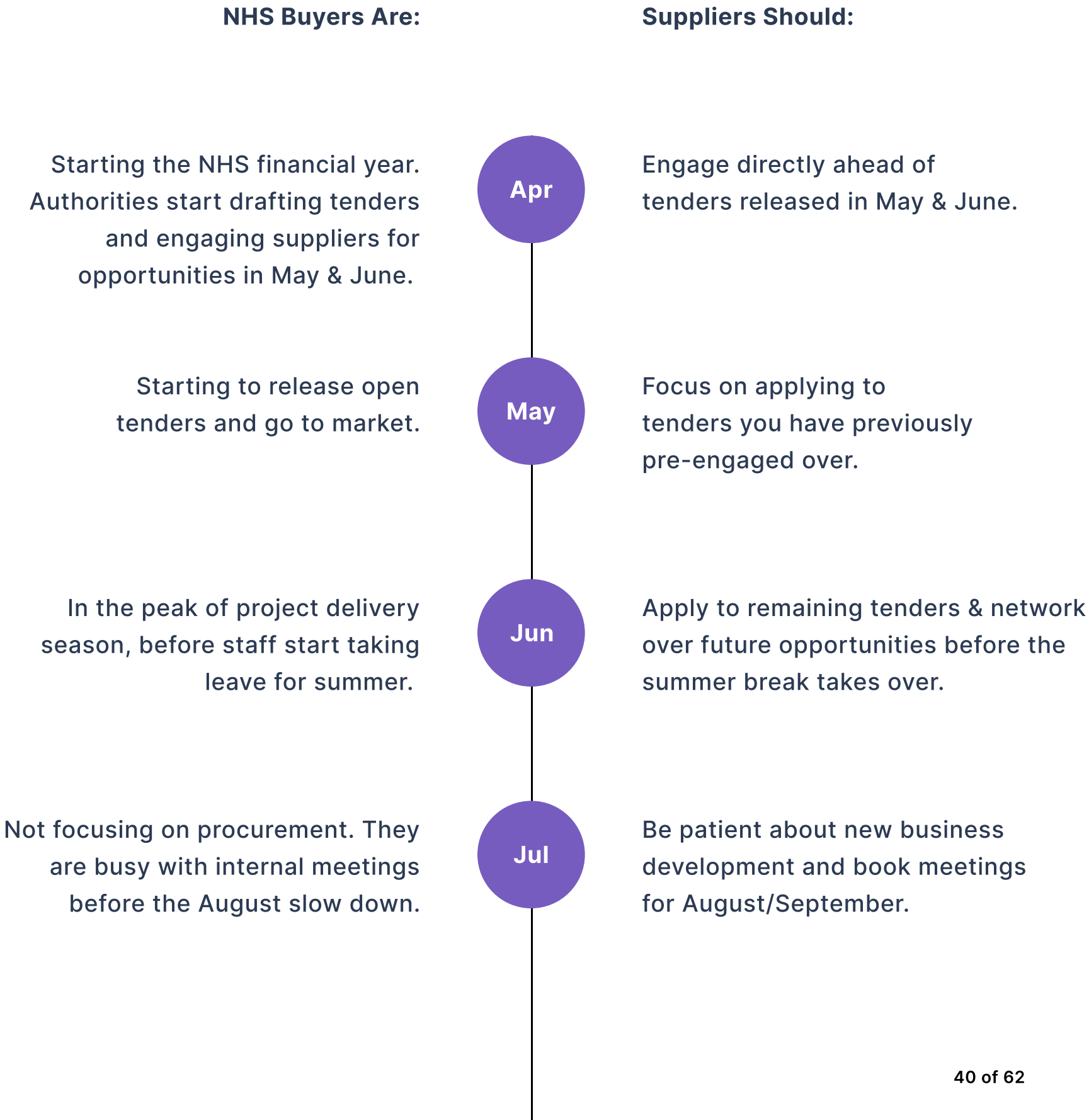
We recommend examining capital resource plans of your target ICSs to identify whether they have been allocated TIF funding in 2023 and beyond.

# Understanding NHS financial cycles & when to approach buyers

Now that you understand how NHS funding flows towards healthcare authorities, this section outlines when you should approach NHS buyers in the calendar year.

Working effectively with the NHS requires an understanding of its annual financial cycle, which runs from 1st April to 31st March. Many perceived difficulties in engaging the NHS result from inappropriately timed efforts. Therefore, suppliers interested in working with the NHS should strive to align their strategies with the cadence of the NHS's financial calendar.

To help you understand how and when you should approach NHS buyers, we have outlined a timeline of the NHS's financial cycle, summarising healthcare expert [Liam Cahill's](#) guidance, [available in full here](#).



NHS Buyers Are:

Suppliers Should:

Mostly on summer holiday. This is a down-time in NHS productivity.

Aug

Relationship build and explore future opportunities.

Back from holiday period and beginning to plan future procurement.

Sep

Pre-engage with *tangible proposals* for the upcoming financial year.

Getting a preview of NHS England’s ambitions and targets for the upcoming year (April) .

Oct

Gather intelligence about budgets, timelines and processes.

Scheduling in concrete time to write business cases for the year ahead.

Nov

Send over *concrete proposals* and supporting commercial assets for next year.

Switching their attentions to dealing with winter pressures to emergency services.

Dec

At most, light engagement to warm and hot leads. This is not the time to push.

NHS England released their operational guidance for the upcoming year.

NHS Buyers Are:

Suppliers Should:

Jan

In peak winter pressure period, where urgent and emergency services are taken to tipping point.

Respectfully check in with your leads, while acknowledging they may be otherwise occupied.

Feb

National bodies clarify upcoming plans for the next financial year.

This should be when you hear back from your business proposals for the upcoming year.

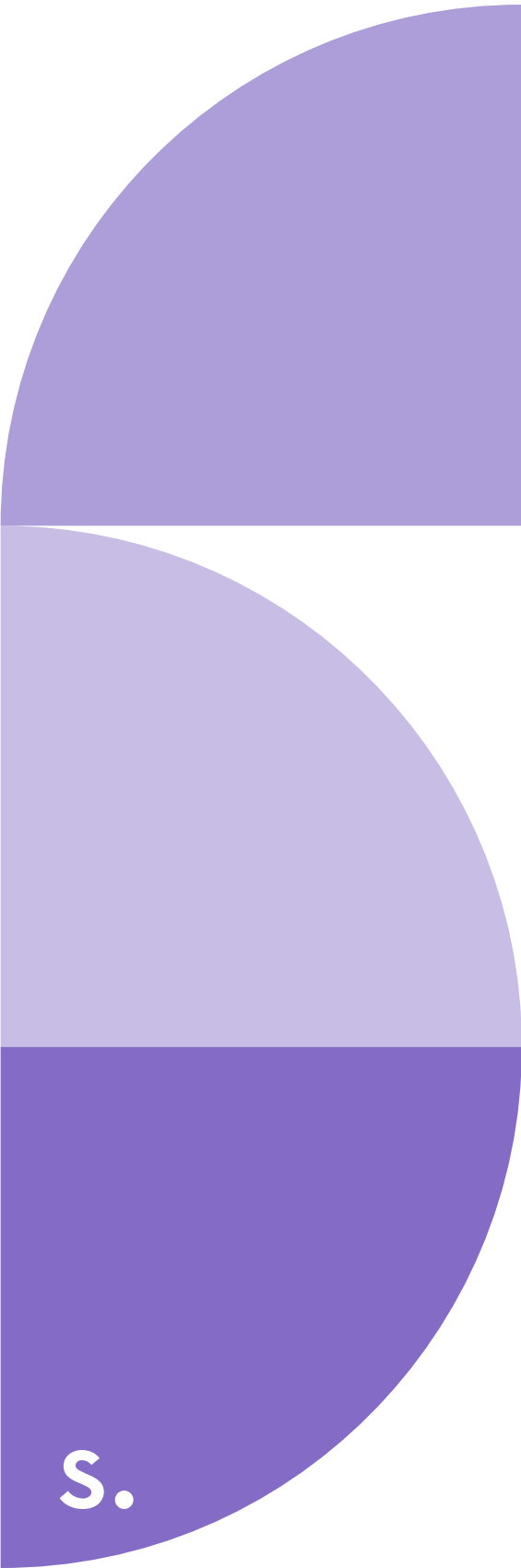
Buyer authorities start to make decisions about their plans for the upcoming year.

This is also an opportunity to capitalise on any departments who have under-spent for the existing financial year.

Mar

NHS England are releasing last minute national guidance - potentially mentioning new projects .

Get your deals signed and delivered. Opportunity for “hail mary” approaches over late plans.



6

# **Vertical spotlight: Opportunities for technology suppliers**

We've been keeping a close eye on the NHS initiatives generating major spending in the last year. Since the introduction of ICSs in 2022, we've identified £9b in reported contracts awarded by ICS organisations, with £238m spent on technology related contracts.

With ICSs handed ambitious targets to recover primary care services, deliver better social care and digitally transform for the future, there are monumental opportunities for companies looking to accelerate change in the NHS.

To illustrate how suppliers can get involved, the following section provides practical guidance on approaching a range of NHS opportunities available.

Firstly, we highlight open ICS opportunities in the health-tech space.

Then, we spotlight specific opportunities to reduce waiting lists and boost outcomes in primary care, focusing on virtual wards and telecare.

Finally, we highlight specific opportunities to accelerate frontline digitisation across ICSs, focusing on EPRs and cyber security.

**£9b**

Spent on reported contract  
awards by ICS organisations

**£238m**

Spent on technology  
contracts by ICS organisations



#### STOTLES TIP

The themes and examples we highlight are only a sample of major opportunities available. To identify opportunities relevant to your business, [sign up with Stotles for free.](#)

S.



# Open ICS opportunities

NHS Greater Glasgow & Clyde and NHS Forth Valley are seeking bids for the provision and setup of a SPECT/CT Gamma Camera System. This provides a significant opportunity for med-tech suppliers with capabilities in advanced imaging technologies. Each hospital forms a separate lot, underscoring the potential scale of the project.

To qualify this opportunity, [view NHS Greater Glasgow and Clyde’s buyer profile here](#).

6

S.

Procurement noticesBuyersSuppliersReports

SettingsHelp

Generate your AI Summary

Get the key highlights from this notice using our AI Feature

⌵

This contract is a direct award

● Open

SPECT/CT Gamma Camera System and Associated Enabling Works

✓ 2

More ⌵

✓ Follow up

✗ Disqualify

📄 Source documents

Buyer

Value

Signals

Assignee

NHS Greater Glasgow and Clyde

£1,750,000

Gamma AND SystemIPS SystemsTelecommunication AND Infrastructure

👤 Unassigned

Description

Provision of SPECT/CT Gamma Camera System and Associated Enabling Works For NHS Greater Glasgow & Clyde, Provision of SPECT/CT Gamma Camera System for NHS Forth Valley Lot 1: Provision of SPECT/CT Gamma Camera System at RHC Provision of SPECT/CT Gamma Camera System At Royal Hospital for Children Lot 2: Provision of Associated Enabling Works for SPECT/CT Gamma Camera System at RHC Provision of enabling (turnkey) works associated with SPECT/CT Gamma Camera System at Royal Hospital for Children. The existing equipment shall be disconnected, removed from site and disposed of unless otherwise instructed by the Board.

Show more

Timeline

Publish date

2023-05-01 a month ago

Award Date

2023-06-09 In 8 days

# Open ICS opportunities

## Patient Management Software Services:

Sussex Community NHS Foundation Trust are seeking a single provider for a Dental Patient Management Software Service. This represents an opportunity for IT & Software companies with capabilities in patient data management, electronic appointment booking, integrated communication systems, and electronic referral integration.

To qualify this opportunity, [view Sussex Community NHS Foundation Trust's buyer profile here](#).

6

S.

Procurement noticesBuyersSuppliersReports

SettingsHelp

Generate your AI Summary

Get the key highlights from this notice using our AI Feature

⌵

This contract is a direct award

● Open

Provision of Dental Patient Management Software Service

✓ 2

More ⌵

✓ Follow up

✗ Disqualify

📄 Source documents

Buyer

Value

Signals

Assignee

Sussex Community NHS Foundation Trust

£500,000 GBP

Patient Management SoftwarePatient RecordElectronic AND Integration

👤 Unassigned

Description

Sussex Community NHS Foundation Trust ("SCFT") (the "Authority") in conjunction with East Sussex Healthcare NHS Trust ("ESHT") is issuing this standard Selection Questionnaire ("SQ") in connection with the competitive procurement of Dental Patient Management Software Service.  
The current in-situ patient management software is no longer supported by the software supplier/developer and the SCFT/ ESHT Dental Services teams are now looking to appoint a single service provider which includes but are not limited to the following:  

● Special Care Dental Service which provides support to patients with special needs...

Show more

Timeline

● Publish date

2023-05-26 5 months ago

● Close Date

2023-06-26 In 20 days

# Open ICS opportunities

NHS North East London Integrated Care Board are seeking IT software suppliers for a Continuing Healthcare software platform. This represents an opportunity for companies with abilities in managing healthcare data, case management functionalities, and customizable reporting tools. The estimated contract value is £3,000,000 for an initial term of three years, with potential extension for two additional years. The service is expected to commence in April 2024.

To qualify this opportunity, visit [NEL Commissioning Support Unit's buyer profile here](#).

6

S.

Procurement noticesBuyersSuppliersReports

SettingsHelp

Generate your AI Summary

Get the key highlights from this notice using our AI Feature

This contract is a framework

Open

IT Software platform for NHS Funded Continuing Health Care (CHC)

✓ 2

More

Follow up

Disqualify

Source documents

Buyer

Value

Signals

Assignee

NEL Commissioning Support Unit

£3,000,000

IT Software

Telephony

Digital Transformation

Unassigned

Description

NHS North East London Integrated Care Board (NEL ICB) is seeking responses to the Selection Questions from IT software suppliers as Stage 1 of a two Stage process for selection of a supplier for a new Continuing Healthcare software platform to support the ICB's CHC Service. The software platform will be required to manage patients, care and payments associated with continuing healthcare and a wide array of care categories including mental health and children's continuing care. The ICB is seeking a system which offers a customisable reporting tool and provides full case management functionality including actions, documentation and finance from payment schedules to care package reconciliation.

Show more

Timeline

Publish date

2023-01-03 5 months ago

Award Date

2023-01-03 5 months ago

## Opportunities for virtual ward suppliers

The UK government is planning to expand the use of virtual wards, with the goal of treating up to 50,000 patients a month by the end of 2023; a 500% increase on current numbers.

The expansion of virtual wards is a key part of the [Urgent and Emergency Recovery Plan](#). By increasing virtual ward capacity, the NHS hope to reduce waiting times, speed up patient discharge and improve care for patients.

**Funding of £450m** has been allocated to support the virtual ward rollout, divided into two tranches:

- £200m for 2022-23
- £250m for 2023-24

S.

[NHS England](#) has nominated the [Spark DPS system](#) as its approved means for Trusts to source their virtual ward solutions. Trusts who procure virtual ward solutions via alternative frameworks risk not receiving their full matched funding allowance. We recommend virtual ward suppliers not already listed on the framework [apply to Spark DPS](#) to access this opportunity.

To help you qualify the opportunity, we've identified the top virtual ward suppliers already listed on SPARK DPS, listed below.

| Supplier                                | Number of reported NHS contracts |
|---|----------------------------------|
| <a href="#">HomeLink Healthcare Ltd</a> | 3                                |
| <a href="#">Spirit Healthcare LTD</a>   | 4                                |
| <a href="#">Current Health Ltd</a>      | 6                                |
| <a href="#">Docobo</a>                  | 3                                |
| <a href="#">Inhealthcare</a>            | 3                                |

Suppliers aiming for virtual ward contracts should track these companies for competitive insights. Health-tech firms not involved with virtual wards could explore partnership opportunities with them for NHS collaboration.

Below, we showcase a recent virtual ward award identified through Stotles to highlight the potential opportunities within this framework.

S.

Procurement noticesBuyersSuppliersReports

SettingsHelp

Generate your AI Summary

Get the key highlights from this notice using our AI Feature

This contract is a direct award

Awarded

Provision of Virtual Respiratory Wards

✓ 2

More

✓ Follow up

✗ Disqualify

Source documents

|                                      |                    |              |  |            |
|--------------------------------------|--------------------|--------------|--|------------|
| Buyer                                | Supplier           | Value        | Signals                                    | Assignee   |
| Leicestershire Partnership NHS Trust | Spirit Digital LTD | £535,000 GBP | Virtual Ward SoftwareSoftware and Hardware | Unassigned |

Description

Provision of Virtual Ward Software and Hardware to support the provision of Virtual Respiratory Wards on behalf of LPT.

Timeline

Award date

2023-01-09 5 months ago

Award Date

2025-03-01 in 2 years



# Opportunities for telecommunications suppliers

In May 2023, a new £240m fund for GP practices to adopt the latest telephony technology was announced.

This investment is part of a wider GP recovery plan, which sets an ambitious target of ensuring that patients will be informed on the same day how their request will be handled.

NHS authorities will be required to procure telephony technology from the Cloud Telephony Framework, which will be launched at the beginning of the 2023/24 financial year.

We recommend suppliers closely monitor the release of this framework, as only listed suppliers will be eligible to compete over opportunities associated.

The screenshot displays the Stotles procurement interface. At the top, there's a navigation bar with 'S.' logo, 'Procurement notices', 'Buyers', 'Suppliers', 'Reports', 'Settings', 'Help', and a bell icon. Below this, a 'Stale pre-tender' alert is shown for the 'Digital Care Services Cloud Telephony Framework'. The tender details include: Buyer: NHS Commissioning Board (known as NHS England), Value: £210,000,000 GBP, Signals: Data Platform, Big Data, Digital Transformation, and Assignee: Unassigned. The 'Description' section states that NHS England seeks to alert existing and potential providers of its intention to establish a new Cloud Telephony Framework, which will operate under the existing Digital Care Services Catalogue. The 'Timeline' section shows the 'Publish date' as 2023-01-27, 4 months ago. Action buttons include 'Follow up', 'Disqualify', and 'Source documents'.



## STOTLES TIP

To stay on top of opening contracts with keyword analysis, AI summaries and push notifications, sign up to Stotles.

Through Stotles, we've seen major investment in telephony systems since the inception of ICSs.

To help you anticipate the type of opportunity released through this framework, we showcase a recently published NHS telephony award in the next page.

S.

Procurement noticesBuyersSuppliersReports

SettingsHelp

Generate your AI Summary

Get the key highlights from this notice using our AI Feature

This contract is a framework

● Open

Primary Care Out of Hours on behalf of Derby & Derbyshire ICB

✓ 2

More

✓ Follow up

✗ Disqualify

Source documents

Buyer

Value

Signals

Assignee

NHS Derby & Derbyshire Integrated Care Board

£66,000,000 GBP

GP Telephony

Telephony

Digital Transformation

Unassigned

Description

Timeline

**\*\*PIN as a Call for Competition\*\***

NHS Arden & Greater East Midlands Commissioning Support Unit (AGCSU) on behalf of the Commissioner(s), NHS Derby & Derbyshire Integrated Care Board (ICB) wish to commission a Primary Care Out of Hours Service and invite interested providers to submit their expression of interest for this service. Lot 1: **\*\*PIN as a Call for Competition\*\***

NHS Arden & Greater East Midlands Commissioning Support Unit (AGCSU) on behalf of the Commissioner(s), NHS Derby & Derbyshire Integrated Care Board (ICB) wish to commission a Primary Care Out of Hours Service and invite interested providers to submit their expression of interest for this service.

NHS Derby and Derbyshire ICB commission the Primary Care GP Out of Hours Service which is due to end on the 31 March 2024. The service is for patients requiring appropriate primary care when their GP Practice is closed. It operates across a

Show more

Publish date

2023-05-29 5 months ago

Award Date

2023-06-13 In 10 days

# Transforming the NHS for the future.

## Opportunity for EPR suppliers

The government expects that all healthcare authorities should be able to access EPRs with a complete view of patients' health records by March 2025.

With [NHS England's](#) remaining technology budget which includes [enough to cover 10 new EPR systems](#), we have used strategy documents to identify the remaining 19 NHS Trusts still without an EPR in place.

To help you qualify the procurement activity of these key trusts, we've unlocked their Stotles buyer profiles, linked in this table.

### NHS Trusts Without an EPR

[North West Anglia FT](#)

[Doncaster & Bassetlaw Teaching Hospitals FT](#)

[Queen Elizabeth Hospital King's Lynn FT](#)

[Mid and South Essex FT](#)

[James Paget University Hospitals FT](#)

[Royal Orthopaedic Hospital FT](#)

[Norfolk and Norwich University Hospitals FT](#)

[Barking Havering and Redbridge University Hospitals Trust](#)

[Queen Victoria Hospital FT](#)

[Northumbria Healthcare FT](#)

[Stockport FT](#)

[Torbay and South Devon FT](#)

[Northampton General Hospital Trust](#)

[University Hospitals Plymouth Trust](#)

[Nottingham University Hospitals Trust](#)

[Royal Cornwall Hospitals Trust](#)

[Liverpool University Hospitals FT](#)

[United Lincolnshire Hospitals Trust](#)



# Opportunities for cyber security suppliers

The [Department of Health and Social Care](#) (DHSC) have assigned ICSs the responsibility to develop cyber strategies and deliver cyber resilience for their regions. The [DHSC's plan for a secure health and social care](#) outlines five pillars that ICSs must focus on to achieve cyber resilience by 2025.

To help suppliers understand potential opportunities, we have included a summary of this table with an additional column highlighting the type of digital opportunities you can pre-engage over.

| Pillar                                | ICS Responsibility   | Opportunities for Suppliers                             |
|---------------------------------------|--|---|
| Focus on the greatest risks and harms | Identify risks within constituent organisations, including supplier cyber risks, that could affect the local system’s ability to function.       | <a href="#">Threat and Risk Analysis</a>                |
| Defend as one                         | Create an ICS wide cyber security strategy to drive security across the system and allocate funding to deliver this strategy.                    | <a href="#">Strategy Development Consultancy</a>        |
| People and culture                    | Develop an appropriately resourced and accountable cyber security function to manage cyber risk.   | <a href="#">Staff recruitment and training services</a> |
| Build secure for the future           | Build systems and services cyber secure by design, including engaging suppliers on their cyber security policies.                                | <a href="#">Vulnerability assessments</a>               |
| Exemplary response and recovery       | Outline responsibilities and expectations of constituent organisations for response and recovery, as well as for a central accountable function. | <a href="#">Cyber Incident Response Services</a>        |

To the right is a recent example of a cyber security contract award emerging from this type of EPR transformation.



6

| Trust  | Date EPR Procured | EPR Supplier          |
|--|-------------------|-----------------------|
| <u>Worcestershire Acute Hospitals Trust</u>                | March 2023        | Altera Digital Health |
| <u>South Tees Hospitals FT</u>                             | August 2022       | Alcidion              |
| <u>Dartford and Gravesham Trust</u>                        | May 2022          | Alcidion              |
| <u>Robert Jones and Agnes Hunt Orthopaedic Hospital FT</u> | July 2022         | System C              |
| <u>East Cheshire Trust &amp; Mid Cheshire Hospitals FT</u> | July 2022         | Meditech              |

7

# Suppliers driving change across ICSs

As we approach one year since ICSs have gone live, we've identified the top technology suppliers accelerating change across the UK's 42 ICSs.

The following graphics unpack several key insights into supplier involvement with ICS organisations, including quantity and values of reported contract awards.

This analysis was conducted on contract awards bearing CPV codes 48' and 72', specifically granted by ICS authorities over the past three years. While CPV codes are not perfect, as buyers can misclassify records, they are a helpful guide of order-of-magnitude spend.

*Analysis excludes framework awards.*



#### STOTLES TIP

Tracking supplier's contract expiries from competitive or cooperative angles can surface upcoming opportunities for you to target.

| Supplier  | No. of reported contracts since July 1st 2022 | Reported contract value |
|---|---|-------------------------|
|  Softcat       | 16  | £12.5m                  |
|  PHOENIX       | 13  | £9.5m                   |
|  Insight      | 8   | £1.4m                   |
|  CIVICA      | 7   | £0.6m                   |
|  SCC         | 5   | £3.3m                   |
|  TRUSTMARQUE | 8   | £1.4m                   |
|  CDW         | 3   | £7.7m                   |

# London ICS supplier spotlight

Using Stotles supplier intelligence, we've highlight the key technology suppliers that have collaborated with each London ICS in the past three years.

Identifying top suppliers in your target regions can offer new market opportunities, especially for those seeking entry into new ICS regions. Incumbent suppliers can facilitate connections to buying organisations, serving as a strong foundation for establishing relationships and creating downstream opportunities."

With Stotles ICS views, we can replicate this analysis for any region or vertical relevant to you.

To learn more, [book a meeting with a member of our sales team here.](#)



| ICS       | Supplier                | Contracts | Reported contract value |
|-----------|-------------------------|-----------|-------------------------|
| NW London | AECOM Ltd               | 3         | £2.2m                   |
| NC London | Dell EMC                | 5         | £0.4m                   |
| NE London | Block Solutions Limited | 2         | £11.2m                  |
| SW London | Phoenix Software Ltd    | 3         | £7.1m                   |
| SE London | Iron Mountain           | 1         | £1.2m                   |

8

# Conclusion

# Summary

This report was created with the purpose of providing suppliers with an update on how procurement has shifted in the NHS since the release of our first ICS report, and arm you with actionable insights to use when approaching and working with the NHS.

As stated in the introduction, the examples spotlighted throughout this report have been provided to showcase the refinement and relevancy made possible with Stotles. All of the data relating to specific funding, open opportunities, buyer organisations and supplier relationships can be uncovered for opportunities relevant to your business.

The release of this report supports Stotles' mission to unlock the potential of businesses and governments working better, together.

**To find out more about what Stotles can do for you, contact our sales team or sign up to our platform for free.**

# More on Stotles

We combine millions of UK&I buying signals and opportunities into one view, tailored to you. Our aim is to help suppliers:

## **Create a feed of hyper-relevant tenders**

Monitor relevant opportunities by tracking keywords, buyers, & competitors in your feed & receive notifications in email, slack or teams.

## **Deeply understand your target accounts**

Use historical procurement data and strategic documents to fully understand buyers.

## **Map relationships with partners & competitors**

View buyer relationships for your competitors and partners and identify upcoming opportunities to infiltrate.

## **Reach out to key decision makers**

Go beyond procurement contracts and create meaningful relationships with decision makers.

## **Unlock invoiced spend data**

Gain a clearer view of exactly how much money is flowing through your market.

## **Integrate with existing tools to streamline sales processes**

Seamlessly integrate with your sales tools including HubSpot, Salesforce, Slack and MS Teams.



8

# Sources

# Sources

In conjunction with the [Stotles platform](#), this report relied upon information from the below sources:

DEPARTMENT OF HEALTH AND SOCIAL CARE

**Hewitt Review:  
An independent review of ICSs**

[Read here](#)

DEPARTMENT OF HEALTH AND SOCIAL CARE

**Guidance on the preparation  
of integrated care strategies**

[Read here](#)

DEPARTMENT OF HEALTH AND SOCIAL CARE

**Adult Social Care  
Discharge Fund**

[Read here](#)

DEPARTMENT OF HEALTH AND SOCIAL CARE

**A plan for digital health  
and social care**

[Read here](#)

NHS ENGLAND

**NHS Long Term Plan**

[Read here](#)

HEALTH SECTOR JOURNAL

**Two out of five ICSs lack  
a digital strategy**

[Read here](#)

LIAM CAHILL

**Understanding the NHS annual cycle**

[Read here](#)

THE HEALTH FOUNDATION

**Integrated care systems,  
what do they look like?**

[Read here](#)

HEALTH SECTOR JOURNAL

**NHS tech funding falls  
to less than £1bn**

[Read here](#)

NHS ENGLAND

**2023/24 priorities and  
operational planning guidance**

[Read here](#)

NHS ENGLAND

**Delivery plan for  
recovering urgent and  
emergency care services**

[Read here](#)

NORTH WEST LONDON ICS

**Capital Resource Plan**

[Read here](#)