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have been deferred the NAO reports substantial progress with the Programme Management systems are in place contracts were placed quickly and achieved large reductions in prices from bidders and contract terms include important safeguards to secure value for money Deployments of operational systems have begun and several additional tasks have been delivered that were outside the original brief Three key areas are identified which present significant challenges to the successful implementation of the Programme ensuring IT suppliers continue to deliver systems that meet the needs of the NHS to agreed timescales without further slippage ensuring NHS organizations play a full part in implementing the systems winning the support of NHS staff and the public in making the best use of the systems to improve services The NAO report makes a number of recommendations for future management of the Programme *The Directory of Directors* ,1997

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