



Department
for Work &
Pensions

To: James Bolton, Senior Responsible Owner
for the Health Transformation Programme

Date: 31 March 2020

From: Peter Schofield CB, Permanent Secretary, Department for Work and
Pensions
Nick Smallwood, Chief Executive Officer, Infrastructure and Projects Authority

Dear James

Appointment as Senior Responsible Owner for the Health Transformation Programme

We are writing to formalise your appointment as the Senior Responsible Owner (SRO) of the Health Transformation Programme. The programme was established in May 2018 and following a change in SRO in summer 2019, your appointment took effect from 5 August 2019. You are directly accountable for the Health Transformation Programme from the date of your appointment to the DWP Accounting Officer, under the oversight of the Minister for Disabled People. This will be a full time role.

As SRO you are personally responsible for delivering the programme. You will be held accountable for delivering its objectives, benefits and policy intent, for securing and protecting its vision, for ensuring it is governed responsibly, reported honestly, escalated appropriately and for influencing constructively the context, culture and operating environment of the programme.

In addition to your internal accountabilities, you should also be aware that SROs of the Government's Major Projects Portfolio (GMPP) programmes and projects are held personally accountable to Parliamentary Select Committees. This means that from the date of your appointment, you will be held accountable for the delivery of the Health Transformation Programme and could be called by Select Committees to provide evidence to account for and explain the decisions you have taken.

It is important to be clear that your accountability relates only to implementation and you will be informed by advice from the programme as well as the wider Department. It will remain for the Minister to account for the relevant policy decisions and development.

When considering your relationship with Ministers, it may be helpful to refer to the Ministerial Code¹.

Tenure of Position

You will be expected to remain in this role until the end of the programme, which is planned for 31 March 2024.

Objectives and Performance Criteria

The Strategic Objectives of the Health Transformation Programme are:

- To transform the customer experience and deliver a more personalised service, designed in consultation with stakeholders, with the intention of:
 - offering a modern digital experience that allows greater control and visibility;
 - increasing trust and transparency.
- To deliver a single, integrated service where all assessments in a given area are:
 - delivered by the same organisation(s);
 - supported by a common digital system and service design.
- To transform service delivery through improved effectiveness and efficiency by exploring:
 - greater automation, freeing up time for higher value interventions;
 - appropriate data sharing to give a richer picture of a claimant's needs and reduce duplication;
 - smoother, faster workflows on a new digital platform.
- To create a flexible delivery model that enables continuous improvement, supports policy change and allows for further transformation opportunities;
- To support sustained delivery of the functional health assessment service before, during and after transformation.

The Health Transformation Programme has an ambitious scope which includes:

- Transforming the delivery of assessments for all health related benefits and the Personal Independence Payment end to end journey;
- Greater use of DWP/UK Government Estates for face to face assessments (moving from a model in some contracts where suppliers provide the majority of estate);
- Establishing a transformation area in which to robustly test and learn whilst also enabling the development of a new service design, digital service and potentially support future policy reform.

Out of scope for the programme are:

- Scottish Devolution.

You will continue to develop a revised Strategic Outline Business Case (SOBC) and support the Short Term Contract procurement to enable business as usual continuity from August 2021. The business case for the Short Term Contracts has been

¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/826920/August-2019-MINISTERIAL-CODE-FINAL-FORMATTED-2.pdf

disaggregated from the programme's SOBC to prioritise this work. This will be run as a business as usual exercise and follow the appropriate governance. Using the strategic planning assumptions in those business cases, and subsequent outcomes from SR20, you will develop plans for delivery, reflecting emerging evidence, operating experience and responding to the agile design and build of the Health Transformation Programme digital platform. Delivery plans should reflect the scale and complexity of the programme, including a new digital platform, fixed commercial milestones, new/emerging market and a challenging operating environment. Future revisions to plans will be subject to Programme Board and, on occasion, Ministerial agreement, and you are accountable for ensuring formal approval for delivery of Health Transformation Programme throughout this Parliament and beyond.

Outside of any agreed tolerances through Investment Committee and Accounts Committee, proposed changes to the programme scope that impact on government policy, digital transformation or the benefits your programme has been set up to deliver must be authorised by the Accounting Officer. The Accounting Officer may delegate their decision-making authority to DWP's Investment Committee or the DWP Change Portfolio Board, and may be subject to further levels of approval. You are also responsible for recommending to the Accounting Officer, or Investment Committee, the need to either pause or terminate the programme where necessary and in a timely manner.

As you know, the Department is also transforming the way it delivers its business by introducing digitally-based, user-centred services to better meet claimant needs and deliver increased efficiency. As SRO of the Health Transformation Programme, you have responsibility to be sighted on and aligned with Departmental Strategy and the Single Departmental Plan and attend appropriate governance to provide assurance that the programme deliverables are aligned with DWP's strategic direction and processes.

Programme Status

The programme status is reflected in the latest quarterly return to the Infrastructure and Projects Authority (IPA), where the most recent assessment of deliverability was Red. The budgets are currently being reviewed and the SOBC financial aspect is still under development and expected in July 2020.

Detailed guidance on SRO roles and responsibilities is attached at Annex 2. You should follow that guidance and also ensure that you understand the guidance "Giving Evidence to Select Committees – Guidance for Civil Servants"² and make yourself aware of the IPA guidance on the management of major projects³.

Extent and Limit of Accountability

HM Treasury (HMT) spending controls will apply, as set out within the HMT Delegated Spending Authority letter. Where the Health Transformation Programme exceeds the delegated authority set by HMT, the Treasury Approval Point process

²https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/364600/Osmotherly_Rules_October_2014.pdf

³ <https://www.gov.uk/government/policy-teams/major-projects-authority>

will apply and the details of each approval process must be agreed with the DWP's HMT spending team.

You should note in particular that where expenditure is considered novel, contentious, repercussive or likely to result in costs to other parts of the public sector, HMT approval will be required regardless of whether the programme exceeds the delegated authority set by HMT.

Additionally, following recommendation from the Public Accounts Committee (PAC), from April 2017 an accounting officer assessment should always be produced for projects or programmes which form part of the GMPP at the Outline Business Case stage (or at the point when it enters the GMPP if this is later). As the Health Transformation Programme forms part of the GMPP you should ensure that an accounting officer assessment is prepared at the Outline Business Case stage, which is currently planned for October 2021.

You should note an updated accounting officer assessment should be prepared at subsequent stages of the Health Transformation Programme if it departs from the four standards (regularity, propriety, value for money and feasibility), or the agreed plan – including any contingency – in terms of costs, benefits, timescales, or level of risk, which informed the AO's previous approval.

It is for you, as the SRO, to decide whether or not an accounting officer assessment should be prepared at any other stage of the programme. You should be prepared to defend your decisions to Parliament if challenged, for example, if called to give evidence to the Public Accounts Committee.

You should ensure that you operate at all times within the rules set out in Managing Public Money.⁴

In addition, you must be mindful of and act in accordance with the specific Treasury Delegated limits and Cabinet Office controls relevant to projects. Information on these controls can be found here.⁵

Major Projects Leadership Academy (MPLA)

As the SRO of a GMPP programme, you are required to attend the Major Projects Leadership Academy (MPLA), which we understand you started in October 2019 and aim to complete in summer 2021.

Following graduation from the MPLA, we will both expect and support you to continue your on-going professional development, and will encourage you to take an active part in MPLA alumni activities. On graduating, you will also become a recognised, accredited IPA reviewer and as such will be expected to lead or participate in such reviews for other Government Departments, the wider public sector and other areas of the DWP as appropriate.

⁴ <https://www.gov.uk/government/publications/managing-public-money>

⁵ <https://www.gov.uk/government/publications/cabinet-office-controls/cabinet-office-controls-guidance-version-40>

You will be required to participate in such reviews at least once every 12 months to maintain your accreditation.

We would like to take this opportunity to wish you success in your role as SRO for the Health Transformation Programme.

Yours sincerely,

Peter Schofield CB
Permanent Secretary
Department for Work and Pensions

Nick Smallwood
Chief Executive
Infrastructure and Projects Authority

I confirm that I accept the appointment including my personal accountability for implementation of the programme detailed in the letter above.

Name of SRO: James Bolton

Signature of SRO:

Date: 1st May 2020

ANNEX 1 - Senior Responsible Owner Role and Accountabilities

The role of the SRO

You are personally accountable for ensuring the on-going delivery of the programme. You are responsible for ensuring the related implementation and transition activities will deliver the agreed objectives and the benefits stated in the Business Case.

You must ensure the effectiveness of the governance, assurance and programme management arrangements and maintain them through the life of the programme. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office.

An SRO will:

- Be a visible, engaged and active programme leader, not a figurehead;
- Deliver the agreed outcomes and benefits;
- Create an open, honest and positive culture committed to delivering at pace;
- Challenge senior officers and Ministers when appropriate and escalate quickly;
- Provide appropriate support, steer and strategic focus to the programme Director and ensure they have a clear and current letter of appointment; and
- Have sufficient time, experience and the right skills to carry the full responsibilities of the role.

Specific SRO accountabilities

Set up the programme for success

- Ensure the programme is set-up to make an unambiguous and demonstrable link to strategic policy;
- Translate the policy intent into clear deliverables which are established and agreed with senior stakeholders;
- Carry out robust and commercially viable options appraisal, which balances the risk with opportunity, as part of initial programme feasibility;
- Establish a firm Business Case for the programme during the initiation/definition phase and ensure any planned changes continue to be aligned with the business;
- Identify and secure the necessary investment for the Business Case (this includes both budget and operational resource);
- Design and implement robust, appropriate and transparent programme governance;
- Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain commitment to benefits realisation.

Meet the programme objectives and deliver the projected benefits

- Gain agreement to the programme objectives and the benefits to be delivered amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the programme:
- Ensure the strategic fit of the programme objectives and the stated benefits;
- Agree a clear and simple approach to performance management and monitor delivery of the objectives and benefits taking appropriate action where necessary to ensure their successful delivery.

Develop the programme organisation and plan

- Design and implement a coherent organisation structure and an appropriately detailed programme plan;
- Build the right team, securing necessary resources and skills and providing clear lines of accountability;
- Provide appropriate support, steer and strategic focus to the Programme Director.

Monitor and take control of progress

- Monitor and control the progress of the programme at a strategic level, being honest and frank about project progress, risk and issues;
- Monitor benefits and ensure that any changes to the agreed programme stated benefits are flagged appropriately within programme governance and the Business Case is updated accordingly (throughout the programme life-cycle);
- Maintain the integrity of the programme and speak truth to power;
- Communicate effectively with senior stakeholders about programme progress and provide clear, appropriate and delivery-focused decisions and advice to the Programme Director.

Effective and appropriate problem resolution and referral processes

- Identify, understand and drive the successful mitigation of programme risks;
- Escalate serious issues quickly and with confidence to senior management and/or Ministers;
- Develop strong and effective engagement between project teams and its stakeholders and sponsors;
- Ensure the communication processes are effective and that the programme's objectives and deliverables continue to be consistent with the organisation's strategic direction.

Ensure the programme is subject to review at appropriate stages

- Recognise the value of robust programme review and ensure it occurs at key points in the programme lifecycle, particularly at the pre-initiation (feasibility) and initiation stages;
- Make certain that any recommendations or concerns from reviews are met or addressed in a timely manner;

- In the event of a “red” or “amber-red” review, ensure the Permanent Secretary has been made aware of the situation and briefed accordingly.

Manage formal programme closure

- Formally close the programme documenting lessons learned with the final evaluation report and disseminate to stakeholders;
- Put plans in place for a post implementation review, agreeing this with your Programme Board and other relevant stakeholders;
- Agree a plan for both long term benefits realisation and on-going sustainability with key stakeholders as part of the process of moving to business as usual.