



Cabinet Office

NHS
England

Tony Meggs
Chief Executive
Infrastructure & Projects Authority
1 Horse Guards
London SW1A 2HQ
T: +44 (0)2071 6907
E: tony.meggs@cabinetoffice.gov.uk

Skipton House
80 London Road
London
SE1 6LH

England.ce@nhs.net

03 July 2018

Cathy Edwards
Operational Delivery Director, Specialised Commissioning
1st Floor, Oak House
Moorhead Way, Bramley
Rotherham
S66 1YY

Dear Cathy,

Senior Responsible Owner – National Proton Beam Therapy (PBT) Service Development Programme

- 1) I am writing to confirm your appointment to the role of Senior Responsible Owner (SRO) for National Proton Beam Therapy (PBT) Service Development Programme with effect from 1 June 2017; accountable through Paul Baumann, the National Director with responsibility for specialised services, to me as the CEO, NHS England. This will be a part-time role which requires about 3 days per month. I want to thank you for agreeing to take on responsibility for the effective, timely and cost-effective delivery of the programme and the realisation of its expected benefits. This is a significant undertaking and I want to assure you of my support for you in this role.
- 2) As SRO you have personal responsibility for the programme and will be held accountable by Paul and me for the delivery of its objectives and policy intent; for securing and protecting its vision, for ensuring that it is governed responsibly, reported honestly, escalated appropriately and for influencing constructively the context, culture and operating environment of the programme. If at any point during your tenure as SRO you feel that you cannot appropriately discharge your duties because of conflicting work commitments or other reasons you should raise this directly with Paul and me immediately.
- 3) In addition to the accountabilities that I (as Accounting Officer) have placed on you through the usual process of Departmental Delegations you will, as the SRO of a programme included on the Government Major Projects Portfolio (GMPP),

be expected to account for and explain to Parliamentary Select Committees the decisions and actions you take to deliver this programme (or specific milestones within the programme). In your case this means that from the acceptance date of this appointment letter (which must be agreed within 14 days of the date of this letter), you will be held personally accountable and could be called by Parliamentary Select Committees to account for delivery of the National PBT Service Development Programme.

- 4) It is important to be clear that your accountability relates only to implementation: it will remain for the Minister to account for relevant policy decisions and development.
- 5) A detailed SRO role description and person specification is attached at Annex A. You should follow the guidance set in that document. In addition you should ensure that you understand the guidance 'Giving Evidence to Select Committees – Guidance for Civil Servants'; which can be found at www.parliament.uk and make yourself aware of the Infrastructure & Projects Authority (IPA) guidance on the management of major projects: (<http://www.gov.uk/government/policy-teams/major-projects-authority>).

Tenure of position

- 6) You are required to undertake this role until service commencement in both Trusts (first patient treatment) in accordance with the approved Programme Plan and your responsibilities in this role will be reflected in your personal objectives.

Objectives and Performance Criteria

- 7) The policy intent supported by this project is to improve treatment outcomes for cancer patients through the development of a national and fully integrated PBT service in England. Any proposed changes to the programme scope which impact on this intent or benefits realisation must be approved by the appropriate Programme Board, myself or an appropriately delegate officer and may be subject to further levels of approval.
- 8) The aims and objectives of the programme are to:
 - Ensure that all patients, for whom evidence supports PBT as the most clinically effective treatment, receive treatment within a clinically appropriate service specification and to nationally agreed standards.
 - Ensure that the services provided enable the continued development of the technologies involved and that workforce and training issues are appropriately addressed.
 - Deliver improved outcomes by ensuring that patients have access to high quality modern radiotherapy techniques comparable to those used in other European countries, to improve patients' experience by minimising any long term side effects of treatment. In particular to:-

- oversee the facilities projects to ensure that the two sites develop a service that meets the Commissioner's specifications of time and budget
- monitor the respective projects' financial governance arrangements to ensure that they deliver value for money
- manage the transition from an overseas service to a service in England
- identify and manage the impact of the PBT service on other clinical services
- develop a national clinical network
- ensure that a research strategy is in place that informs the future development of the service
- manage the impact on workforce across radiotherapy services.

Finance and controls

- 9) HMT spending controls have been applied on the basis set out within the Department's delegated authority letter. As the whole life costs of the National PBT Service Development Programme exceeded the delegated authority set by HMT, the Treasury Approval Point process was applied and the details of each approval process were agreed with the Department's HMT Spending Team.
- 10) You should note 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 expenditure exceeds the delegated authority set by HMT. If in doubt about whether approval is required you should, in the first instance, consult your relevant Finance Business Partner before raising with the HMT Spending Team.
- 11) The overall budget for the project's is £273.4 million (capital), excluding VAT. However, the Trusts have been advised by DH that it is a condition of Supplementary Full Business Case (FBC) approval that costs should be managed down to £270 million.
- 12) The current estimated Trusts' approved expenditure figure is £273.4 million (capital), which provides cover, to service commencement date in both Trusts. In moving towards [milestone] service commencement, you should be aware of £32 million of revenue account cost of which £17 million is recharged interest and £15 million for training and staff costs subject to the final approved workforce plans.
- 13) You should operate at all times within the rules set out in Managing Public Money. In addition, you must be mindful of, and act in accordance with, the

specific Treasury delegated limits and Cabinet Office controls relevant to programmes that are innovative, high risk with complexity of procurement and delivery of benefits. Information on these controls can be found here https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61371/major-project-approvals-assurance-guidance.pdf.

14) You must ensure that you adhere to controls / conditions put on the programme by HMT, Cabinet Office and for where your programme includes an informatics element any set by the Informatics Portfolio Management Board.

15) Delegated departmental/project authority:

- The Department of Health has funded the capital element of this Programme; therefore, there is no requirement for delegation of authority for capital expenditure.
- NHS England has already made a commitment to underwrite the revenue cost of the new service for up to 20 years,
- You are also responsible for recommending to myself, the COO or appropriate governance body the need to either pause or terminate the programme where necessary and in a timely manner.

16) Where issues arise which you are unable to resolve, you are responsible for escalating these issues either to myself or Paul Baumann and the Executive Board as appropriate.

17) The two host NHS Trusts are themselves responsible for their aspects of project execution, including on-time delivery, within the revenue and capital budgets as approved.

Powers of intervention

18) In the event of a significant failure to achieve the objectives of the programme or to achieve this in a manner that I or Paul Baumann, consider to be consistent with the interests of the health service, I reserve the right to intervene by issuing specific directions. If you fail to comply with these directions, I may decide to discharge these functions directly or arrange for another individual to do so.

Major Projects Leadership Academy (MPLA)

19) As SRO of a GMPP, you would usually be required to enrol on the MPLA programme. However, as arrangements have been made for John Stewart, the Director of Specialised Commissioning, to act as senior sponsor for this programme and he will be undertaking the MPLA course, there is no need for you to do so.

Programme status

- 20) The Project Status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Infrastructure & Projects Authority. This is the agreed position as you assume formal ownership of the National PBT Service Development Programme.
- 21) As incumbent of the National PBT Service Development Programme you are required to put in place the appropriate governance mechanism to ensure successful delivery. For example, these may include (but not exclusively) a business case, delivery schedule, risk register, resourcing plans, budget, identifying interdependencies with other programmes within the portfolio; ensuring appropriate roles and responsibilities within the programme governance arrangements and the Board constitution are defined to ensure that the programme, including stakeholder representation, is appropriate to support delivery of the programme.

Key elements of SRO role

- 22) I would like to highlight some key elements of your role against which your success will be measured. These are:
- All necessary approvals obtained for the programme's business case
 - Agreed budgets and resources managed effectively ensuring value for money
 - Plans and subsequent execution meet the agreed milestones
 - Expected benefits realised
 - Programme risks effectively managed
 - Effective engagement with the programme's key stakeholders

I am confident you will be successful in this undertaking and thank you once again for taking on this important leadership role.

Yours sincerely,



Simon Stevens
Chief Executive Officer
NHS England



Tony Meggs
Chief Executive
Infrastructure & Projects Authority

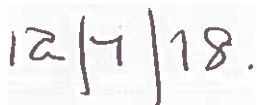
I confirm that I accept the appointment including my personal accountability for implementation of the programme as detailed in the letter above.

Name of SRO: Cathy Edwards

Signature:

Handwritten signature of Cathy Edwards in black ink on a light background.

Date:

Handwritten date 12/7/18 in black ink on a light background.