NHS Resolution

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December 2024
FOI_6855

The following information was requested on 7 November 2024 and clarified on 13 November 2024:

[On 7 November 2024 you requested]

I am looking through the Annual Report and accounts and found information on the internal governance groups established that provide operational leadership on matters related to business plan delivery. These groups, described in table 16 in the report, provide assurance to the Senior Managers through regular reporting and the escalation of any risks or issues that could impact business objectives.

I have seen the Strategic plans and Joint Forward plans and wanted to get an understanding or a copy of the reports being sent to know the outcome of the subgroups audits please?

Also with the Lord Darzi report published - what has been done to ensure the improvement suggestions have been incorporated into the 10 year plan?
Can I get a contact name for the person that Heads up this initiative or the person that is accountable for the business plan delivery?

[On 13 November 2024 we sought clarification]

Thank you for your request. Before we can respond, please would you be able to provide us with clarification?

It's not entirely clear to our team what information you require – would you be able to specify or give example?

The NHS 10 Year Plan is here: NHS England » Creating a new 10-Year Health Plan and this is an initiative of NHS England. If you have queries regarding this, you may want to contact NHS England: NHS England » Contact NHS England.

NHS Resolution Business plan is published on our website: NHS Resolution publishes Business plan 2024/25 - NHS Resolution and our strategy can be found here: Our strategy - NHS Resolution.

Your request will be put on hold until we receive the clarification requested above. We look forward to hearing from you.

[On 13 November 2024 you replied with]

Thank you so much for replying.

What I am looking for is a list of programmes that are outcome driven including Business Change, Transformation programmes, digital implementations such as Electronic health record systems that are being implemented - Do you have a Programme management function that will ensure the lessons learnt from programmes such as NPfIT are taken into account?

I understand there is a list of priorities and a strategic plan but its the layer under that to actually deliver these plans. I can see you have sub groups which is really good but I am particularly interested to see the types of reports to ensure governance coming from the Change Management group and Operational Delivery group?
Is there outside help being sought to help actually deliver on the priorities?

Table 16: SMT sub-groups in operation from 1 April 2023 to 31 March 2024

SMT sub-group	Function
Change Management Group (CMG)	• Oversees the governance, commissioning and implementation of projects and programmes to enable delivery of the business plan. • Ensures value for money and benefit realisation. • Ensures that best change management practice is identified and shared within the organisation.
Operational Delivery Group (ODG)	• Monitors the delivery of business plan objectives and identifies associated risks and issues. • Reviews operational performance and ensures improvement plans are implemented. • Ensures compliance with the policies approval process and assesses key changes to operational policies.
Information Governance Group (IG)	• Provides expertise to enable the production, oversight and maintenance of key information governance policies and protocols in line with legal and organisational requirements. • Has operational oversight of the maintenance of ISO 27001 certification.
Significant Concerns Group (SCG)	• Supports the prompt and effective management of significant concerns identified by individual NHS services.
Workforce Delivery Group (WDG)	• Provides dedicated focus on workforce development and management (both the HR and OD aspects). • Ensures NHS Resolution has an effective organisational culture, workforce plan and consistent application of HR policies that support delivery of organisational objectives. • Ensures compliance with relevant legislation and DHSC/wider government directives.

Our Response

We have two transformation programmes: Claims Evolution Programme and Core System Programme which are outlined in the Business plan. Please see page 14 of our Business Plan here for details: NHS Resolution - Business plan – 2024/25

We have a Change Management Group (CMG) which provides assurance to the Senior Management Team as oversight committee of NHSR's change portfolio. This includes assessing ongoing alignment and enablement to the organisation's strategy and agreed business plans. As well as reviewing key risks, issues and progress against benefits and lessons learned. Please find attached the Terms of Reference for the CMG.

In terms of: *Is there outside help being sought to help actually deliver on the priorities?*

We have recently responded to a FOI request where we have released our contracts register. Please see our response to FOI_6851 which provides the details of our contracts. You will note there is reference to the programme mentioned above in the register.

This concludes our response to your request.

If you are not satisfied with the service that you have received in response to your information request, it is open to you to make a complaint and request a formal review of our decisions. If you choose to do this, you should write to Tinku Mitra, Deputy Director of Corporate and Information Governance for NHS Resolution, within 28 days of your receipt of this reply. Reviews of decisions made in relation to information requests are carried out by a person who was not involved in the original decision-making about the request.

If you are not content with the outcome of your complaint, you may apply directly to the Information Commissioner for a review of the decision. Generally, the Information Commissioner will not make a decision unless you have exhausted the local complaints procedure. The address of the Information Commissioner's Office is:

Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

https://ico.org.uk/

Change Management Group (CMG)
Terms of reference

Constitution and Authority:	NHS Resolution is committed to delivering its 3 Year Strategy to meet the challenges of the future. To provide assurance to the SMT about the delivery of NHSR's change portfolio demonstrating ongoing alignment and enablement to the organisation's strategy and agreed business plans.
Purpose:	The CMG agrees that all change should be: a) Considered and planned, based on consultation with PMO, CMO, relevant people and committees. b) Transparent, consistent and fair. c) Communicated to the relevant people in an appropriate and timely manner. d) Compliant with relevant policies and procedures, including the Government Functional Standards (GFS) for Project Delivery through the Change Governance Framework. e) Monitored, governed, evaluated and based on internal and external benchmarking to establish best practice. f) Have an agreed success criteria for the changes, which are regularly measured and reported on The Change Governance Framework is owned by the Programme Management Office (PMO) part of Digital, Data, Technology & Transformation, and along with the Change Management Office (CMO), will help support, control, and direct change activity.
Role and main duties:	The CMG will be responsible for providing assurance to SMT by: a) Oversee the governance of projects and programmes to ensure the outcomes of the change portfolio delivers the transformation strategy and associated business plans. Contribute to business planning cycle to identify and prioritise the required change activity, associated resources and manage demand. b) Holding Senior Responsible Officers or Project Sponsors accountable for delivering benefits and ensuring benefits realisation processes are followed during delivery and post closure. c) Approve in-year change requests within the boundaries of delegated authority. Continually assessing the ongoing business argument(s) for change and the organisation's readiness to absorb the change.

NHS Resolution

	d) Reporting directly to SMT and the Board on key outcome of each CMG, progress of key change programmes and projects, and escalating key matters where required. e) Ensuring that best change management practice is identified and applied within the organisation, through the CMO. f) Encouraging, supporting and facilitating innovation g) Receiving updates from the Solution Architecture Forum (SAF) that proposed projects and developments are aligned to the technology and data management objectives of the organisation. h) Approve projects and programmes closure, review outcomes and lessons learned. i) Ensuring terms of reference remains fit for purpose. j) Ensure all projects and programmes have the requisite level of governance aligned to Government Functional Standards. k) Overseeing programme/project budget monitoring process.
Chair:	Chief Information Officer (**Chair)**
Deputy Chair:	Portfolio Management Office (PMO) Lead
Membership:	a) Active Senior Responsible Owners (SROs) or empowered nominated deputies b) Director of Finance & Corporate Planning c) Head of Corporate Governance d) Portfolio Management Office (PMO) Lead e) Change Management Office (CMO) Lead f) Head of Digital g) ODG representative
Attendees:	Members are encouraged to send a nominated deputy to meetings that they cannot attend. Various staff or external persons may be required to attend the meetings at CMG's discretion
Administration:	The Portfolio Management Office (PMO) will support the CMG and provide secretariat services
Planning and recording:	Portfolio Management Office
Reporting and Accountability:	The Change Management Group will report to SMT
Informed by:	Annual business plans, Programme and Project (project briefs, vision documents, business cases and status reports), Procurement framework

Frequency of meetings:	Every 6 weeks
Agenda:	The standing agenda will follow a structure of discussing and reviewing concerns, risks and issues relating to change activities within the organisation. Key topics for future CMG meetings can also be proposed by CMG members. Standard papers including the input outlined below will be produced and circulated to CMG prior to the meeting. These topics will only be discussed during the meeting where required or raised by CMG. Agenda items: • Focus topics as requested by CMG • Concerns raised by CMG • Key risks or issues impacting programmes or projects • Key risks or issues impacting the wider change portfolio • Deep dive on programmes / projects (as requested by CMG) • Vision/project brief/Business case submissions (where raised) • Key Decisions (where required) • Matters to escalate to SMT • Matters/concerns raised by ODG relating to change
Quorum:	A quorum shall consist of 80% members of CMG plus the Chair and/or Deputy Chair.
Monitoring and Assessment:	Formal report to SMT on an annually recurring basis
Inputs	1. Agree minutes and review action log 2. Programme Lead top of mind outputs 3. Status reports - review project/programme key highlights and planned activities 4. Dashboard – review RAG status trend and associated path-to-amber/green dates, provide update on programme/project 5. Review key milestones and roadmap for the portfolio, including Policy & Strategy key external dependencies 6. Review key portfolio level risks, issues and dependencies 7. Provide an update on programme/project finances and associated benefits (as realised) 8. Decision making (where required) - to include:

	a) Change to existing activity or proposed new activity – project briefs, vision documents and business cases b) Decisions on programmes or projects where escalation or urgency required c) Provide updates on Resource management, specifying capacity/capability constraints across the portfolio [where required] d) Prioritisation 9. Deep dives on subjects requested by CMG – concerns, risks, issues for discussion 10. Quarterly review of detailed risks/issues/dependencies, benefits realisation and lessons learned reviews 11. AOB
Outputs	1. Updated minutes and actions log 2. Decision record 3. Output reports to SMT and ODG 4. Annual reports for SMT and Board
Document Author:	[redacted]
TOR next review	Annually - **31 March 2025**

Approval process			
Job title:		**Date:**	21st March 2024
Name:	CMG	**Signature:**	By email/Minuted