



## Public Accounts Committee

**Shona Dunn**  
**Second Permanent Secretary**  
**Department of Health and Social Care**  
**39 Victoria Street**  
**London SW1H 0EU**

22 May 2024

Dear Ms Dunn,

**Response to Public Accounts Committee recommendations (New Hospital Programme) - 17 November 2023**

Thank you for your Treasury Minute response to our report last year on the New Hospital Programme, and your further letter dated 25 March 2024 which addressed the Committee's recommendation about a strategy to attract and retain the skills needed for a rolling programme of hospital construction.

That letter has left us concerned that the New Hospital Programme's people strategy is still in development and unclear as to when it will be completed and implemented. The relevant documentation that you mentioned, an organisational readiness framework and a knowledge and skills transfer strategy, are also currently in development and their completion dates are also not stated.

In terms of progress made, I note from Annex A of your letter that in December 2023 148 full time equivalent (FTE) resource (34%) was in-house out of a total of 441 FTE resource (in-house plus outsourced). This is only a very modest improvement on the 30% of resources being in-house in February 2023 (NAO report, Figure 10).

I would be grateful if you could provide a further update to the Committee in October 2024 on the Programme's progress in implementing a people strategy and moving towards the targets for its resourcing split by 2025-26 (as per Annex B of your letter).

Yours sincerely

Dame Meg Hillier MP  
Chair of the Committee of Public Accounts

cc: Rt Hon Steve Brine MP, Chair of the Health and Social Care Committee, and Gareth Davies, Comptroller & Auditor General