



Infrastructure
and Projects
Authority



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Ian Annett
Senior Responsible Owner
Space Based PNT Programme
UK Space Agency
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12th February 2021

Dear Ian,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER (SRO) FOR SPACE BASED PNT PROGRAMME

This letter formalises your appointment as Senior Responsible Owner (SRO) of the Space Based PNT Programme (SBPP), which is part of the Government Major Projects Portfolio (GMPP). These responsibilities form part of your role as Deputy CEO UK Space Agency for which you are accountable to Graham Turnock, who is accountable to Jo Shanmugalingam who is in turn accountable to Sarah Munby. The responsible Minister for your programme is Alok Sharma, Secretary of State for BEIS. The work of the programme is overseen by the Department's Executive Committee and its supporting sub-committees. Your role as SRO will be reflected in the objectives you agree with Jo Shanmugalingam and Graham Turnock.

As SRO you have personal responsibility for delivery of SBPP and will be held accountable 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.

You will carry out this role alongside your other responsibilities and must ensure that you allocate sufficient time to enable the effective delivery of the role and responsibilities, as set out in Annex A. This will be periodically reviewed to ensure that an appropriate balance is maintained across your portfolio of activities.

You are accountable for ensuring that the programme is governed in line with BEIS's governance framework. The principles set out in the revised Osmotherly Guidance, published in October 2014, will also apply from the date of this letter. That includes the requirement to publish this letter on gov.uk.

The revised Osmotherly Guidance establishes that SROs for major programmes will be directly accountable to Parliament for the implementation of the programme. Once the programme is in its implementation phase, you will be expected to account for and explain the decisions and actions you have taken to deliver the programme for which you have personal responsibility, against the business case, within the context of the Department's corporate objectives and as a member of the Department's senior leadership team. It will remain for the responsible Minister to account for the relevant policy decisions and development, including accounting for decisions that materially affect the programme's business case, though the guidance makes clear that as SRO you are expected to be able to explain such decisions.

A description of generic SRO roles and responsibilities is attached at Annex A and you are expected to follow the principles it sets out. You will also want to familiarise yourself with the guidance "Giving Evidence to Select Committees – Guidance for Civil Servants" and with the Infrastructure and Projects Authority (IPA) guidance on management of major programmes: (<https://www.gov.uk/government/policy-teams/major-projects-authority>). This includes the [Government Functional Standard for Project Delivery](#) to which the programme should adhere and utilise.

Your accountability to Parliament sits alongside your accountabilities under the Civil Service Code, your role in supporting the Principal Accounting Officer for BEIS and the Accounting Officer for UKSA, and your membership of the BEIS Senior Leadership Team.

Tenure of position

Your tenure in this post will be regularly reviewed with Jo Shanmugalingam, taking into account the benefits of continuity, the capability needed to lead this programme through its development, planning, delivery and evaluation phases, the length of these phases, your development as a member of the programme delivery profession within the Civil Service, and the Department's ability to deploy its senior leadership team appropriately. You should ensure that you have agreed with Jo Shanmugalingam, appropriate succession planning for key personnel in the programme.

Objectives and Performance Criteria

The policy intent supported by this programme, as set out in the Strategic Outline Case (SOC), is to undertake a Discovery Phase that will determine customer requirements and a broad range of viable solutions as well as commercial models for a space-based PNT capability. By November 2021, the programme will produce an Outline Business Case (OBC) that will define the list of options that the programme recommends taking forward into the next phase. The OBC will include a short-list of candidate options selected based on their fit against the programme's strategic objectives which includes the requirements, ability to achieve benefits, and estimated economic benefit.

The phase after the OBC to the Full Business Case (FBC), which is not covered by this letter, will involve formal market engagement to develop these options further. This will provide sufficient information for the Government to make an informed choice about committing expenditure to a UK space based PNT capability.

The SBPP will continue to align its approach with findings from the already published draft CO PNT study, which is expected to finally report in March 2021.

This letter will be refreshed in November 2021 following this Business Case period.

Proposed changes to the programme scope which impact on this intent or benefits realisation must be authorised by using the programme's governance framework, in conjunction with the Department's governance framework and may be subject to further levels of approval.

The vision for the programme is:

- SBPP will improve the resilience of UK Critical National Infrastructure, protecting our way of life, through having the right space-based capability to offer positioning, navigation and timing services in place to address the evolving threats.

The objectives of the programme to November 2021 are:

- To broaden and define the customer requirements for a space-based PNT capability.
- To Identify and assess the range of space-based options for PNT services that offer improved UK Resilience and meet User Requirements inc. Defence/Security users, Open Service users and any International Partners.
- To recommend a capability solution that can be objectively tested in line with HMT Green Book, Better Business Case, BEIS guidance.
- To assess alternative delivery, finance and commercial models that maximise market opportunities and partnerships to reduce the cost to the public purse and ensure value for money.
- To develop options for international collaboration.

As SRO, you are expected to lead your programme in accordance with the [Government Functional Standard for Project Delivery](#), and you are expected to follow that guidance, and other IPA guidance on the management of major programmes.

Extent and limit of accountability

Finance and Controls

The overall budget for SBPP is set out below and in your letter of Delegated Authority; this is issued to you annually by UKSA's finance team and may be updated from time to time. This letter is the means by which you are held to account for the budgets and other resources for which you are responsible.

The allocation of resources is subject to review each year during business planning and as SRO you are expected engage actively in the business planning process. The Department explicitly recognises that you will need to balance your responsibilities in respect of the programme with your responsibilities relating to the wider work of UKSA and the department as part of BEIS's cadre of senior leaders. Decisions on resource allocation will reflect the need to strike a balance across the entirety of UKSA and BEIS's portfolio of programmes.

HMT spending controls will apply on the basis set out within BEIS's delegated authority letter. Where the Programme exceeds the delegated authority set by HMT, the appropriate Treasury approval process will apply. The details must be agreed with your HMT spending team. You should consult UKSA and departmental finance colleagues on how to go about this.

You should also 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 the UKSA Chief Operating and Finance Officer, BEIS Finance Business Partner and the BEIS Implementation and Delivery Unit, as appropriate, before raising with the relevant HMT spending team.

The overall budget for the programmes is £27.8m, including VAT for the period October 2020 to November 2021 (£11.4m sourced from existing EU Exit Funding for October 2020 to March 2021 and £16.4m of new funding for April 2021 to November 2021, subject to Spending Review (SR) approval which has been submitted). Your staffing and programme team support budget is £8.3m, broken down as follows:

	Oct 2020- Mar 2021	Apr 2021- Nov 2021
	£'m	£'m
Resource costs	3.6	4.7

The three Control Points (CPs) in December 2020, March 2021 and November 2021 (the OBC) provide an opportunity for you and the SBPP Sponsor Group to review progress and, for CP1 and CP2, agree movement onto the next stage.

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 the Space Based PNT Programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated Departmental / programme authority

- You are authorised to approve expenditure of £5m in line with your delegated authority letter

You should use your programme's governance framework, in conjunction with the Department's governance framework, as the means by which any necessary authorisation is sought for any changes to your programme's scope, milestones or scheduling. The [Departmental Integrated Assurance and Approvals Strategy \(IAAS\)](#) sets out the limits and conditions of any approvals as well as the process to seek approval to materially change the scope of an approved programme. This may include recommending the need to either pause or terminate the programme where necessary in a timely manner. You should ensure that SBPP has an Integrated Assurance and Approvals Plan (IAAP) in place and that assurance is planned for, and working effectively, with appropriate IPA reviews scheduled.

Where issues arise which you are unable to resolve within delegated responsibilities, you are responsible for escalating these issues to the relevant governance body such as P&R, Accounting Officer and HMT in a timely manner. This includes making any such recommendation to pause or terminate the programme as required.

Programme Status

The Programme Status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Infrastructure and Projects Authority / monthly delivery confidence assessment to ExCo. This is the agreed position as you assume formal ownership of the programme as part of the GMPP. Programme progress is reviewed regularly by the Department's Executive Committee or its supporting committees.

To facilitate progress monitoring and to ensure that appropriate support is provided, you are required to provide accurate, relevant and timely performance reporting to P&R and ExCo committees as set out in the [BEIS Performance Reporting Framework](#). This includes the timely performance reporting via ORB (Online Reporting for BEIS).

Professional Development and Support

As an SRO, it is expected that you will continue your on-going professional development, including through IPA mandated training. Simon Hulme as BEIS Head of Profession will be able to assist you in in this process.

As an MPLA graduate you are requested to become an accredited Major Project reviewer and to lead or participate in such reviews for other Government departments, the wider public sector or other areas of BEIS as appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation. The BEIS Implementation and Delivery Unit can provide further information and support you in your application.

You should consult the [SRO page](#) on the Project Delivery Hub which has a number of resources available to support you. There is a Guide and Toolkit which is designed to help you lead your programme by explaining the component parts of the role and your responsibilities. There is also the IPA document, [The Role of the SRO](#). It sets out:

- the key requirements and accountabilities of the SRO role, also drawing on the [project delivery functional standard](#), as well as the [Osmotherly rules](#);
- how the SRO's role relates to other key leadership roles in major programmes, particularly the accounting officer and the programme director;
- best practice on appointments, development and support for SROs - drawing on the experience of existing programme leaders across government.

The SRO page also links to [The Art of Brilliance](#). This is designed to practically help you deliver your SRO role.

BEIS also has a Delivery Leadership Group for SROs which can provide peer support for your development.

We would like to take this opportunity to wish you success in your role as SRO.

Please return a signed copy of this letter to the BEIS Implementation and Delivery Unit (projectmanagement@beis.gov.uk).

Signatures



Nick Smallwood
Chief Executive, Infrastructure and
Projects Authority

Sarah Munby
Permanent Secretary, BEIS

I confirm that I accept the details of my role, including my personal accountability for development, delivery and implementation as detailed in the letter above.

Name of SRO: Ian Annett



Signature of SRO: _____

Date: 18 Feb 21

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of your Programme. You are responsible for securing the resources necessary for the success of the project and for ensuring that the related implementation and transition activities realise the agreed objectives and benefits. In doing so you should balance the need to support the Accounting Officer to help the department reach an affordable settlement which reflects the department's priorities and to deliver value for money across BEIS.

You will be personally accountable to Parliamentary Select Committees and be expected to explain the decisions and actions you have taken. This could include where a Minister has intervened to change the project during the implementation phase in a way which has implications for the cost and/or timeline of implementation. You will be able to disclose your advice about any such changes.

You must ensure the effectiveness of the governance, assurance and project management arrangements and maintain them throughout the life of the project. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office, specifically the IPA's [Government Functional Standard for Project Delivery](#).

An SRO will:

- Be a visible, engaged and active project 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 Project Director and ensure that 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:

Ensure that the project is set up for success

- Ensure that the project is set-up to make an unambiguous and demonstrable link to strategic policy;
- Translate this policy intent into clear deliverables which are established and agreed with senior stakeholders;
- Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of initial project feasibility;
- Establish a firm business case for the project during the initiation/definition phase and ensure that any planned change continues to be aligned with the strategic need;
- Identify and secure the necessary investment for the business case (this includes both budget and operational resource);

- Design and implement robust, appropriate and transparent project governance;
- Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

Ensure that the project meets its objectives and delivers the projected benefits

- Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the project;
- Ensure the strategic fit of the project objectives and 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 project organisation structure and plan

- Ensure that there is a coherent organisation structure and appropriately detailed project 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 Project Director.

Monitor and take control of progress

- Monitor and control the progress of the project at a strategic level, being honest and frank about project progress, risks and issues; Ensure that any changes to agreed project benefits are flagged appropriately within project governance and that the business case is updated accordingly (throughout project lifecycle);
- Ensure that the integrity of the project is maintained and speak truth to power – including to Parliamentary Select Committees;
- Communicate effectively with senior stakeholders regarding project progress and provide clear, appropriate and delivery-focused decisions and advice to the Project Director.

Ensure problem resolution and referral processes are appropriate and effective

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

Ensure that the project is subject to review at appropriate stages

- Recognise the value of robust project review and ensure it occurs at key points in the project lifecycle, particularly at the initiation stage;

- 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 or a red or amber-red quarterly GMPP review rating, ensure that the Performance and Risk and Projects and Investments Committees are made aware of the situation.

Manage formal project closure

- Formally close the project and ensure that the lessons learned are documented within the final evaluation report and disseminated to key stakeholders;
- Ensure that the post implementation review takes place and that the output is communicated to the appropriate stakeholders;
- Ensure a plan for both long term benefits realisation and on-going sustainability is agreed with key stakeholders as part of the process of moving the project to “business as usual”.