



To: Ian Barrow, Senior Responsible Owner for the Probation Workforce Programme

From: Dr Farrar, Second Permanent Secretary of the Ministry of Justice; and  
Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

February 2022

Dear Ian

## **APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE PROBATION WORKFORCE PROGRAMME**

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Probation Workforce Programme with effect from 3 February 2020. This letter sets out your responsibilities and the support you can expect from your department and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to the CEO of HM Prisons and Probation Service (HMPPS), under the oversight of the Permanent Secretary as Principal Accounting Officer for the Ministry of Justice and Minister of State responsible for Probation Policy and Operations Kit Malthouse, MP.

Your programme forms part of the Ministry of Justice's Portfolio, under the oversight of the Chair of the Ministry of Justice Investment Committee and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of Probation Workforce Programme and will be held accountable for the delivery of its objectives, with policy intent and outcomes expected. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the programme. You are also responsible for ensuring the ongoing viability of the programme and recommending its pause or termination if appropriate. Where issues arise which you are unable to resolve, you are responsible for escalating these to the Investment Committee.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the project in accordance with the objectives and policy intent as set by Ministers.

In addition to your internal accountabilities, SROs for GMPP projects and programmes are personally accountable to Parliamentary Select Committees. This means that, from the date of this letter, you will be

held personally accountable to and could be called by Select Committees to account for and explain the decisions and actions you have taken to deliver the Probation Workforce Programme.

It is important to be clear that your accountability relates only to implementation, within the agreed terms in this letter; it will remain for the Minister to account for the relevant policy decisions and development.

More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Information on the roles and responsibilities of the SRO are detailed in the Infrastructure and Project Authority's guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Project Delivery](#), the requirements of the Government Project Delivery Framework, and the guidance and requirements for project delivery as set by the Ministry of Justice Portfolio Management Office.

### **Time commitment and tenure**

This role will require 50% of your time initially, rising to 60% of your time from September 2021 onwards to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of Business as Usual Handover and Programme Closure planned for March 2025. Progress towards this will be reflected in your personal objectives. Any changes to the agreed time commitment or tenure of the role, as set out above, will require both departmental and Infrastructure and Projects Authority consent.

### **Objectives and performance criteria**

The Probation Workforce Programme will make sure the new unified service has the right staff in place, bringing together all the current probation workforce strands from across different parts of HMPPS and Ministry of Justice. It will focus on making sure recruitment is diverse and inclusive, staffing levels are met, staff have the right learning, development and qualifications, career development, and making sure our HR polices are fit for purpose.

The objectives of the programme are:

- Set strategic direction for probation workforce reform, including cumulative change impact assessment on the workforce to inform timing of incremental Target Operating Model (TOM) implementation and wider professional reform.
- Equip staff with the appropriate qualifications, skills to do their job, develop their careers so that they are recognised by partners and the public for their skills. This includes the effective prioritisation of learning requirements including those driven by the implementation of the TOM.
- Increase workforce capacity and diversity of staff and ensure staff time is productive and protects their wellbeing. This includes driving the recruitment required to meet the implementation of the TOM.
- Implement current National Probation Service (NPS) pay reform and modernisation commitments, and design and develop a fair, sustainable and affordable reward and pay progression structure in line with greater Ministry of Justice reform aspirations.
- Deliver a new learning model that is scalable and digitally enabled to provide access to evidence based agile learning products at the point of need.

- Deliver a single workforce planning capability that can accurately depict the current demand requirements of the organisation based on updated activity-based costings. Additionally, be the decision makers on operational resource modelling and change activity discussions.

Your personal objectives and performance criteria that relate to the programme are:

- Define and communicate the Probation Workforce Programme vision and aims;
- Assure ongoing programme and project ambitions' viability;
- Engage key stakeholders and drive leadership accountability for the Probation Workforce Programme objectives;
- Ensure that cultural change is implemented across the business; and
- Provide the team with leadership, decisions and direction.

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), and other [Functional Standards](#) as applicable to this programme and the requirements of the Government Project Delivery Framework.

## **Extent and limit of accountability**

### Finance and Controls

HM Treasury spending controls will apply on the basis set out within the department's delegated authority letter. Where the programme exceeds the delegated authority set by HM Treasury, the Treasury Approval Point process will apply, and the details of each approval process must be agreed with your HM Treasury spending team. You should consult departmental finance colleagues on how to go about this.

You should note that where expenditure is considered novel, contentious, repercussive, or likely to result in costs to other parts of the public sector, HM Treasury approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HM Treasury. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HM Treasury spending team.

The overall estimated budget, resourcing requirements and tolerances for your programme will be agreed as part of the approval process. You will be expected to deliver within these tolerances and report quarterly on these as part of GMPP reporting.

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 HM Treasury delegated limits and Cabinet Office controls relevant to Probation Workforce Programme. Information on these controls can be found here: [Cabinet Office controls](#).

### Delegated authority

The total cost of the preferred options as presented in the Outline Business Case (OBC) is estimated to be £ 92.5m Whole Life Cost over the 5-year period of the programme lifecycle. As part of the departmental annual allocations process, you will be authorised to approve a set level of expenditure each financial year. This will be set out in your annual financial delegation letter from the Chief Executive Office of HMPPS.

You are authorised to agree programme rescheduling within tolerances agreed with the Ministry of Justice Investment Committee. Rescheduling beyond that must be agreed with the Ministry of Justice Investment Committee.

These authority limits are subject to change. Other conditions or tolerances will be set and agreed as part of the OBC approval and ongoing monitoring processes which you should then operate within.

Where issues arise, which take you outside of these authority limits which you are unable to resolve, you are responsible for escalating these issues to the Chief Executive Office of HMPPS and the Ministry of Justice Investment Committee.

## **Appointments**

We note that you have appointed a full-time programme director to support you in the management of this programme and make other appointments as required for the control and delivery of your programme within your delegated authority.

## **Governance and assurance**

You should pay attention to ensuring effective governance for your programme including the establishment of a programme board with appropriate membership and clear terms of reference.

As primary owner, you must ensure that the programme secures business case approval from the Ministry of Justice Investment Committee and Cabinet Office and HM Treasury. You should also ensure that the programme remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved business case as well as monitoring the context within which the programme is being delivered to ensure it remains valid.

Where a change impacts the scope, costs, benefits, or planned delivery milestones agreed as part of an agreed business case, you are responsible for following the agreed change request approval process and setting a new, approved, business case baseline.

You should ensure that an accounting officer assessment is completed alongside the approval of the OBC and that this is published on GOV.UK as part of the government's transparency requirements on major projects. You are responsible for bringing to the attention of the accounting officer any material changes in the programme which could require a new accounting officer assessment to be completed and published. [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

Although you are directly accountable for this programme, you are also expected to support delivery of the department's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and project directors in adjacent projects and programmes and with the Ministry of Justice Portfolio Management Office and Head of Portfolio to manage dependencies, resources, schedules, and funding to support delivery of the overall change the department needs to achieve its strategic objectives.

You should ensure that appropriate and proportionate assurance is in place and agree on the level and frequency of assurance reviews through the maintenance of an integrated assurance and approvals plan. You should develop this plan and its maintenance in collaboration with the Departmental Assurance Coordinator and the Infrastructure and Projects Authority.

## **Programme status, reporting and transparency requirements**

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 and is the agreed position as you assume formal ownership of the programme.

You are responsible for ensuring the honest and timely reporting on the position of the programme to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to the Ministry of Justice Portfolio Management Office as required and for submitting business cases and reports to the Key Holder process and relevant boards. Where appropriate, governance will include reference to the Ministry of Justice Investment Committee and Executive Committee. Information on the programme will be published annually by the Infrastructure and Projects Authority.

You are responsible for publishing on GOV.UK a summary of the accounting office assessment completed in line with the approval of the OBC and summaries of any subsequent assessments should they be required.

## Development and support

As a member of a current Major Projects Leadership Academy (MPLA) cohort, we both expect, and will support you to continue your ongoing professional development and will encourage you to take an active part in MPLA alumni activities. You are also expected to maintain your continuing professional development as a project leader, including your status as an accredited assurance reviewer. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.

The department will assist you in securing the necessary resources to support the programme, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the department's Head of Profession for Project Delivery to discuss the maintenance and development of your delivery and leadership skills.

The Infrastructure and Projects Authority will be available to you for support, advice, and assurance throughout the programme's time on the GMPP.

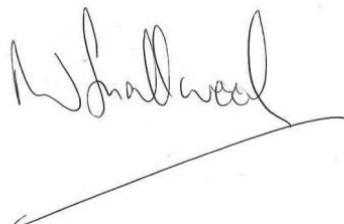
Following approval of the business case and entry onto the Ministry of Justice Portfolio, the Investment Committee will provide ongoing oversight and support and will take steps to help resolve and escalate risks, issues or constraints that are acting as a blocker to successful delivery.

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

Yours sincerely,



**Dr FARRAR**  
Second Permanent Secretary of the Ministry of Justice, and Accounting Officer for HMPPS



**NICK SMALLWOOD**  
CEO, Infrastructure and Projects Authority

## Appointment Endorsed by:

**Antonia Romeo, Principal Accounting Officer of Ministry of Justice: 21 March 2022**

## **CONFIRMATION OF ACCEPTANCE OF APPOINTMENT**

I confirm that I accept the appointment of Senior Responsible Owner for the Probation Workforce Programme including my personal accountability for implementation, as set out in the letter above.



**IAN BARROW**

**07 April 2022**