



Ministry
of Justice

Richard Heaton CB
Permanent Secretary
102 Petty France
London SW1H 9AJ
T: 020 3334 3709
E: Richard.Heaton@justice.gov.uk

www.gov.uk/MoJ

Jim Barton
Senior Responsible Owner for the Probation Programme
(By email only)

November 2018

LETTER OF APPOINTMENT FOR THE PROBATION PROGRAMME

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the above programme with effect from 17 July 2018. You are directly accountable to Director General, Justice Analysis and Offender Policy Group, who acts as the Strategic Accountable Portfolio Owner for the Prison, Probation and Youth Justice Reform Portfolio, under the oversight of the Permanent Secretary and the Minister for Prison Reform.

As SRO, you have personal responsibility for delivery of your project/programme to ensure the delivery of its objectives and policy intent. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported honestly, and escalated appropriately. You are ultimately accountable for ensuring delivery of your programmes, and for the realisation of agreed benefits. You are also responsible for pausing or terminating the programmes where necessary. Where issues arise which you are unable to resolve you are responsible for escalating these issues to the Prison, Probation and Youth Justice Portfolio Board and the MoJ Investment Committee.

In addition to your internal accountabilities, you should also be aware that SROs will now be held personally accountable to Parliamentary Select Committees. You will be expected to account for and explain the decisions and actions you have taken to deliver the project.

It is important to be clear that your accountability relates only to implementation: it will remain for the Minister to account for the relevant policy decisions and development.

The role and responsibilities of an SRO are explained in Annex A "SRO Role and Responsibilities in MoJ". You should follow the guidance in that document.

You should make sure you understand the guidance "Giving Evidence to Select Committees – Guidance for Civil Servants" on GOV.UK.

You should also make yourself aware of the Infrastructure & Projects Authority (IPA) guidance on management of major projects on GOV.UK. Clarification on the guidance and IPA requirements can be provided by the Ministry of Justice Portfolio Management Office.

You must ensure that the programme secure business case approval from the Prison, Probation and Youth Justice Reform Portfolio, including MoJ Investment Committee in all cases and Cabinet Office and HM Treasury as relevant. You should also ensure that the programme delivers the strategic outcomes approved in the business case, along with managing the costs and realising the benefits in line with the approved business case.

You should satisfy yourself that you understand and work within your delegated levels of authority and that you do not exceed these without prior written approval through the appropriate MoJ Investment Committee. You should also ensure that resource requirements for the programmes are clearly defined and secured for each stage.

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.

As SRO, you are expected to be able to provide evidence that relevant, auditable documentation exists in line with departmental expectations for projects and programmes and that there are milestones for delivery which inform decisions linked to key programme events.

You should pay attention to ensuring effective governance for your programmes including establishment of a programme board with appropriate membership and clear Terms of Responsibilities for the board. You will ensure a suitable Financial Responsible Officer (FRO) is appointed following the departmental guidance included with this letter. You should ensure that assurance and programme management arrangements are established and maintained throughout the life of the programme. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Infrastructure & Projects Authority and the Ministry of Justice Portfolio Management Office.

You should monitor programme status, forecast timescales, costs and benefits, key risks and dependencies and report issues (including any likelihood of exceeding approved tolerances) openly and transparently.

The Chair of the Investment Committee will represent the department's interest in both supporting delivery and holding you to account as SRO. You are responsible for providing reports 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 Investment Committee, Executive Committee (ExCo) and/or the Departmental Board (DB).

Tenure of position

You are required to undertake this role until achievement of the key project objectives as listed below, planned for delivery by December 2020. Progress towards this should be reflected in your personal objectives.

Objectives and performance criteria

Probation Programme Vision:

The Probation Programme is responsible for design and implementation of the next generation of probation services and structures. It is on the Government's Major Projects Portfolio and is one of the Ministry of Justice's largest and most complex major programmes with a whole life value of over £4bn. It is expected to run until at least December 2020.

The Probation Service manages >250,000 offenders in custody and the community, at a cost of £800m a year. In 2015, the Transforming Rehabilitation established a National Probation Service and 21 Community Rehabilitation Companies that deliver services under contract to the Ministry of Justice.

Unforeseeable changes have undermined the ability of CRCs to deliver to contract. The Probation Programme has been formed to stabilise delivery, terminate existing contracts and manage an orderly transition to next generation delivery structures by the Autumn of 2020.

Objectives

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

Ensure that the programme is set up for success

- Ensure that the programme 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
- Establish a firm business case for the programme and ensure that any planned change continues to be aligned with the business case
- Identify and secure the necessary investment for delivery of 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 (internal and external to the Department), justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

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

- Gain agreement to the programme objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the programme. Where possible, leverage the support of OGDs to increase the impact of the programme
- Ensure the strategic fit of the project objectives and benefits, with wider Departmental priorities
- 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 programme 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 SCS1 team within the Programme.

Monitor and take control of progress

- Monitor and control the progress of the programme at a strategic level, being honest and frank about progress, risks and issues
- Ensure that any changes to agreed programme benefits are flagged appropriately within project governance and that the business case is updated accordingly
- Communicate effectively with senior stakeholders regarding progress and provide clear, candid and delivery-focused decisions and advice to Ministers and senior officials.

Ensure problem resolution and referral processes are appropriate and effective

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

Ensure that the programme 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 pre-initiation (feasibility) and initiation stages;
- Make certain that any recommendations or concerns from reviews are met or addressed in a timely manner;
- Establish robust internal assurance mechanisms to ensure that IPA reviews provide 'no surprises'
- Lead for the department in managing the relationship with the NAO as they review Transforming Rehabilitation and the work of the Programme.

Deliver against the programme's agreed scope

- Secure agreement to a package of measures to stabilise current delivery, managing the Department's exposure to operational, financial and legal risk
- Design the next generation of probation services and delivery structures, both in-house and contracted
- Manage the procurement of next generation contracted delivery, establishing contracts with providers to deliver effective probation services
- Lead mobilisation and transition to next generation delivery structures

Manage formal project closure

- Ensure that ownership of programme deliverables are passed successfully to HMPPS for ongoing management as part of 'business as usual'
- Formally close the programme 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

Delegated departmental/project authority

The total cost of the preferred options as presented in the Outline Business Case is estimated to be £1.712 billion (spend on contracted out provision, total spend on probation over the same period will be c£4bn). 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 Officer of HMPPS.

You are authorised to agree project rescheduling within tolerances agreed with the MoJ Investment Committee. Rescheduling beyond that must be agreed with the MoJ Investment Committee.

Project status

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 programme.

Development and support

As you are currently enrolled on the MPLA, we will support you to continue your on-going professional development, and will encourage you to take an active part in MPLA alumni activities once you complete the programme.

The Department will assist you in securing the necessary resources to support the project, and will set clear standards to enable good governance and effective delivery. You will be part of the Department's cohort of major project leaders, who support each other to share good practice, learn lessons and collectively develop solutions. Following approval of the Business Case, the Department's Investment Committee will provide ongoing oversight and support, and will take steps to help resolve any escalated risks, issues or constraints that are acting as an impediment to successful delivery.

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

Yours sincerely,

RICHARD HEATON

Permanent Secretary, Ministry of Justice

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Chief Executive, Infrastructure & Projects Authority