



To: Paul Ruff, Senior Responsible Owner for the Community Accommodation Services Tier 3 (CAS3) National Rollout Programme

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

October 2022

Dear Paul,

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE COMMUNITY ACCOMMODATION SERVICES TIER 3 NATIONAL ROLLOUT PROGRAMME**

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Community Accommodation Services Tier 3 (CAS3) National Rollout Programme with effect from June 2022. This letter sets out your responsibilities and the support you can expect from the Ministry of Justice and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to the Chief Executive of HM Prison and Probation Service (HMPPS), under the oversight of the Permanent Secretary as the Principal Accounting Officer for the Ministry of Justice and the Minister of State for Prisons and Probation.

The CAS3 National Rollout Programme forms part of the Ministry of Justice's Portfolio, under the oversight of the Chair of the Ministry of Justice's Portfolio Committee with tolerances set by the Investment Committee at each approvals point. The programme will be included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of the 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 Ministry of Justice's Investment Committee.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the programme 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 CAS3 National Rollout 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's Portfolio Management Office.

### **Time commitment and tenure**

You will carry out this role alongside your other responsibilities, but it is expected that you will allocate 50% of your time to this programme to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of programme closure, expected in December 2024. 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 policy intent supported by this programme is set out in the Government's Prison Strategy White Paper (December 2021), and included in the Reducing Reoffending strategic objective of the Ministry of Justice's Outcome Delivery Plans 2021-22 and 2022-23, which focuses on putting in place the support people need to tackle some of the root causes of reoffending - a home, a job and access to treatment for substance misuse. This programme will contribute to tackling reoffending through the roll out of transitional accommodation across England and Wales to support those leaving prison at risk of homelessness and enable them to move through a clear route of progression towards securing settled accommodation which meets their specific needs. The CAS3 service provides a pathway for tackling homelessness for prison leavers and those moving on from Approved Premises or Bail Accommodation and Support Services, helping reduce the risks to individuals and the public caused by rough sleeping. The vision of the programme is that prison leavers who need it will be offered temporary accommodation and support for up to 84 days, together with assistance to move into settled accommodation.

Rehabilitation will take place close to an offender's home and within their own community (unless risk assessment precludes such an approach), with accommodation allocated in a more optimised and smart way, using data driven approaches and modern technologies.

The objectives are:

- Public protection - the public are protected from harm caused by offenders
- Reduced reoffending - life-chances for offenders are improved and rates of reoffending are reduced
- An increase in prisoners settled within accommodation 3 months after release.

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by the Ministry of Justice's Investment Committee and may be subject to further levels of approval.

Your personal objectives and performance criteria which relate to the programme are to deliver £217m investment over the next 3 years to roll the CAS3 service out nationally.

You are expected to run your programme in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to this programme and the requirements of the Government Project Delivery Framework, ensuring that the programme follows best project delivery practices and effective risk management processes.

## **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. It is expected that you deliver within the agreed cost, and deliverability tolerances and to 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 the Community Accommodation Services Tier 3 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 Programme Business Case approved by HMT on 13 May 2022 is estimated to be £217m. 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 programme rescheduling within agreed time tolerances and milestones, but rescheduling beyond that must be agreed with the Ministry of Justice's Investment Committee; and
- Recommend to the Chief Executive Officer of HMPPS and the Ministry of Justice's Investment Committee the need to either pause or terminate the programme where necessary and in a timely manner.

These authority limits are subject to change and other conditions or tolerances may be set as part of the business case approval and ongoing monitoring processes within which you should then operate.

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

## Appointments

A full-time programme director has been appointed to support you in the management of this programme and you should 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, and establishing clear second and third line assurance.

As primary owner, you must ensure that the programme secures business case approval from the Ministry of Justice's Investment Committee, 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 PBC and that this is published on GOV.UK as part of the government's transparency requirements on major programmes. 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's 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 the GMPP and for providing reports and information to the Ministry of Justice's 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's Investment Committee and Executive Committee. Information on the programme will be published annually by the Infrastructure and Projects Authority.

You should monitor, and report on, status, forecast timescales, costs and benefits, key risks established using the GMPP RAG rating (if appropriate) and dependencies, and ensure that any issues (including any likelihood of exceeding approved tolerances) are reported openly and transparently both within the Ministry of Justice and to the Infrastructure and Projects Authority.

As part of the government's commitment to transparency on major infrastructure projects, you are responsible for publishing on GOV.UK a summary of the accounting office assessment completed in line with the approval of the PBC and summaries of any subsequent assessments should they be required.

## Development and support

As a member of a current 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.

To widen experience and understanding of the role, SROs are also expected to be accredited assurance reviewers and to lead or participate in such reviews for other government departments, the wider public sector, and other areas of the Ministry of Justice as appropriate. This letter notes your status as an accredited High Risk 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 project's time on the GMPP.

Following approval of the business case and entry onto the Ministry of Justice's Portfolio, the Ministry of Justice's Portfolio 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 JO FARRAR**

Second Permanent Secretary of the Ministry of Justice with lead responsibility for project delivery



**NICK SMALLWOOD**

Chief Executive Officer, Infrastructure and Projects Authority

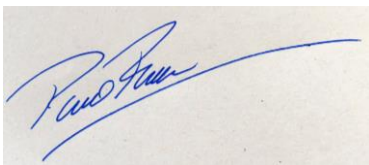
**Appointment endorsed by:**

**Antonia Romeo, Principal Accounting Officer of Ministry of Justice: 6 October 2022**

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**CONFIRMATION OF ACCEPTANCE OF APPOINTMENT**

I confirm that I accept the appointment of Senior Responsible Owner for the CAS 3 programme, including my personal accountability for implementation, as set out in the letter above.



**Paul Ruff**

10 October 2022