



To: Sally Richards, Senior Responsible Owner for the HMCTS Decommissioning and Legacy Risk Mitigation (DLRM) 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

December 2022

Dear Sally,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE HMCTS DECOMMISSIONING AND LEGACY RISK MITIGATION (DLRM) PROGRAMME

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the DLRM Programme with effect from 20th October 2021. 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 HM Courts and Tribunal Services (HMCTS) Chief Executive, under the oversight of the Permanent Secretary as accounting officer for the Ministry of Justice, and Parliamentary Under Secretary of State, Mike Freer MP.

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

You have personal responsibility for delivering the DLRM 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 DLRM Programme. You are also responsible for ensuring the ongoing viability of the DLRM 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 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 DLRM 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

This role will require at least 50% of your time to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of the exit of the Vodafone data centres planned for the end of May 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 policy intent supported by this programme is to mitigate risks - including the operational, technical and (cyber) security risks - associated with legacy applications and decommission applications that no longer provide strategic value to the business thereby addressing the risk of significant reputational and material damage to HMCTS, the MoJ and UK Government.

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by the HMCTS Change Portfolio Board and may be subject to further levels of approval.

The vision of the DLRM programme is to bring together multiple related workstreams focused on reducing our technical, cyber and data debt through decommissioning applications where functionality will be replaced by Reform Programme deliverables, migration of services out of legacy data centres reliant on old hardware and software on to modern strategic hosting platforms and the consolidation and modernisation of our technology and infrastructure across HMCTS IT estates.

The objectives are to:

1. Retire and decommission applications that no longer provide strategic value to the business
2. Invest in applications with strategic business value
3. Modernise applications with high strategic business value but low technology value
4. Mitigate immediate risks to HMCTS services from aged hardware
5. Mitigate risk of dual running legacy and replacement applications
6. Mitigate data compliance risks
7. Resolve the procurement risk resulting from repeat direct award of the Hosting and AMS contracts.

The applications and Ministry of Justice physical hardware must all be securely removed from the Vodafone Data Centres and responsibly disposed of. The data centres should also be restored to their original form by 18 May 2025.

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

- Act as the champion for the project with personal accountability for its delivery. Build strong relationships across HMCTS and Ministry of Justice and wider (Cabinet Office, Central Digital Data Office, Suppliers) to secure commitment and manage interdependencies.
- Provide leadership and strategic direction throughout the life of the project creating an open and honest culture. Ensure Government Project Delivery standards are adopted and lessons learned from Other Government Departments and similar programmes.
- Responsibility for securing budget against the business case throughout the life of the project.
- Ensure plans are in place with clear ownership that deliver the business case cashable (reduction in operating costs) and non-cashable (reduction in risk) benefits; and that any changes are noted, and the business case updated.

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 ensuring that the programme follows best project delivery practice 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 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 DLRM programme and, where relevant, specific projects within it. 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 is estimated to be an RDEL implementation requirement of £99.8m and CDEL implementation requirement of £103.9m, with additional (to baseline) RDEL BAU costs of £28.1m. These figures are inclusive of optimism bias.

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 HMCTS Chief Executive Officer.

You are also authorised to:

- agree project rescheduling within two months of agreed milestones, but rescheduling beyond that must be agreed with CEO HMCTS and the Ministry of Justice's Investment Committee; and
- recommend to Chief Digital Information Officer, CEO HMCTS, the HMCTS Change Portfolio Board and 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 HMCTS CEO and the Ministry of Justice's Investment Committee.

Appointments

You should appoint 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 HMCTS Investment and Commercial Governance Committee, the HMCTS Change Portfolio Board, the Ministry of Justice's 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 Outline Business Case 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 DLRM 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 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 keyholder process and relevant boards. Where appropriate, governance will include reference to the Ministry of Justice's Investment Committee or 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.

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

Development and support

As a graduate of the Major Projects Leadership Academy, you are 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 Ministry of Justice'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 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, 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: 12 December 2022

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

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



SALLY RICHARDS

15 December 2022