



Ministry of Justice

To: Sarah Payne, Senior Responsible Owner (SRO)
for the New Prison - Wales Programme

Date: 13 March 2014

From: Ursula Brennan DCB

Subject: Appointment as Senior Responsible Owner (SRO) for the New Prison -
Wales Programme

Dear Sarah

This letter confirms your appointment as the Senior Responsible Owner (SRO) for the New Prison - Wales Programme.

As SRO, you are ultimately accountable to me for ensuring delivery of your programme, and for the realisation of agreed benefits. You are also responsible for pausing or terminating the programme where necessary. Where issues arise which you are unable to resolve you are responsible for escalating these issues to the Executive Committee of the Board (ExCo).

The role and responsibilities of an SRO are explained in the attached document titled "*SRO Role and Responsibilities in MoJ*". You should follow the guidance in that document. You should also make yourself aware of the Major Projects Authority (MPA) guidance on management of major projects (<https://www.gov.uk/government/policy-teams/major-projects-authority>). Clarification on the guidance and MPA requirements can be provided by the Transforming Justice Portfolio Management Office.

You should ensure, through your leadership of the programme, that it secures the necessary seals of approval, that it deliver its strategic outcome and that costs are managed and benefits are realised in line with the approved programme mandate and 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 governance authority. You should also ensure that resource requirements for the programme are clearly defined and secured for each stage.

As SRO you should develop, maintain and communicate the vision of the programmes to all stakeholders. Key stakeholders, particularly in other parts of the MoJ with which the programme has inter-dependencies, should be identified and engaged throughout the life of the programme.

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 particular attention to ensuring effective governance for your programme and 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 Cabinet Office (Efficiency and Reform Group) and the Transforming 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 appropriate governance body will represent my interest in both supporting delivery and holding you to account as SRO. You are responsible for providing reports to the Transforming 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 Executive Committee of the Board (ExCo) and/or the Departmental Board (DB).

It is your duty as SRO to ensure that you and your programme team undertake appropriate training and continuous professional development. This may include the Major Projects Leadership Academy.

As an SRO, you will receive and can obtain support from MoJ's project delivery capability team (contact Sue Morris on 020 3334 3833 sue.morris@justice.gsi.gov.uk in the first instance). Further guidance and support can be obtained through a range of sources, some of which are attached to this letter.

Finally, you should note that an SRO should remain in place throughout the programme, or be replaced only when a distinct phase of delivery is completed. Any change in the role of SRO must be agreed with me.

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

Yours sincerely,



Ursula Brennan
Permanent Secretary
Ministry of Justice

Guidance and support

By way of support, we will be arranging SRO sessions to share experiences from the Major Projects Leadership Academy and provide information on our MoJ project delivery framework – covering processes, products, governance, assurance and approvals. In the meantime, please refer to the Project Delivery pages

<http://intranet.justice.gsi.gov.uk/guidance-support/change-management/project-delivery/index.htm> on the MoJ intranet, which we are frequently updating to reflect work on the framework. Some courses and e-learning for SROs are available on the Civil Service Learning website <https://civilservicelearning.civilservice.gov.uk/professions/project-delivery>. The range of learning opportunities is currently being developed, so it is suggested that you check the website periodically. If you have any questions about the framework or learning resources, please contact moj_project_delivery_capability@justice.gsi.gov.uk

Gateway review teams

To widen experience and understanding of the role, SROs are encouraged to become accredited OGC Gateway™ reviewers if not already and to lead or participate in such reviews for other Government departments, the wider public sector or other areas of the MoJ as appropriate. You can arrange through the Transforming Justice Portfolio Management Office to become an accredited reviewer, and as such you will be required to participate in such reviews at least once every 12-18 months to maintain your accreditation.

SRO Role and Responsibilities in MoJ

Specific responsibilities

The SRO should perform the following key, high-level functions:-

Ensure that a project or programme of change meets its objectives and delivers the projected benefits

- Ensure agreement amongst stakeholders, including Ministers where appropriate, as to what the objectives and benefits are;
- Ensure strategic fit of the project or programme objectives and benefits;
- Obtain commitment from stakeholders to the delivery of the benefits;
- Monitor delivery of the objectives and benefits taking appropriate action where necessary to ensure their successful delivery.

Ensuring that the project or programme is subject to review at appropriate stages

- Ensuring that the project is subject to review at the key points during its lifecycle, including the OGC Gateway™ Process, and especially at the pre-initiation (feasibility) and initiation stages and other points he/she considers necessary;
- Making certain that any recommendations or concerns from reviews are met or addressed before progressing to the next stage.

Own the project or programme brief and business case

- Oversee development of the brief for change and business case;
- Ensure that the aims of the planned change continue to be aligned with the business, and establish a firm basis for the project or programme during its initiation and definition;
- Secure the necessary investment for the business change.

Development of the project or programme organisation structure and logical plans

- Ensuring that there is a coherent organisation structure and logical plan(s);
- Building the right team and ensuring the necessary resources and skills are in place, with clear lines of accountability;
- Engaging with the work of either project initiation (in a project environment), or establishing the programme (in a programme environment).

Monitoring and control of progress

- Monitoring and controlling the progress of the business change at a strategic level (at an operational level this is the responsibility of project or programme manager): the project or programme manager is responsible for providing regular reports to the SRO on progress of the business change. There will be inevitable issues that arise requiring the SRO's advice, decision-making and communication with senior stakeholders;
- Chairing the project or programme board.

Formal project closure

- Formally closing the project or programme and ensuring that the lessons learned are documented within the "end of project" or "end of programme" evaluation report: closure requires formal sign-off by the SRO that the aims and objectives have been met and that lessons learned are documented and disseminated;
- Planning the post programme/project review(s) when the entire benefits realisation process will be assessed.

Post implementation review

- Ensuring that the post implementation review takes place, the output is forwarded to the appropriate stakeholders and the benefits have been realised: the SRO is responsible for commissioning and chairing these reviews and ensuring the relevant personnel are consulted and involved in the review process.

Problem resolution and referral

- Referring serious problems upwards to top management and/or Ministers as necessary, in a

timely manner;

- Regular consultation will be required between those delivering the change and the stakeholders and sponsors;

- Ensuring that the communication processes are effective and linkages are maintained between the change team/s and the organisation's strategic direction.

Characteristics of the SRO

What behaviours and characteristics should an SRO have?

An SRO needs to:

- take responsibility - including putting things right when they go wrong, and ensuring that recognition is given when they go right
- have a good understanding of the business issues associated with the project or programme
- be a senior reputable authoritative figure approved by the Department/Agency Management Board, or their delegated authority to be the SRO for a project or programme
- be active, not a figurehead
- have sufficient experience and training to carry out SRO responsibilities

An SRO must be someone who can:

- broker relationships with stakeholders within and outside the project or programme
- deploy delegated authority to ensure that the project or programme achieves its objectives
- provide advice and guidance to the project or programme manager as necessary
- acknowledge their own skill/knowledge gaps and structure the project/ programme board and project/ programme management team accordingly
- give the time required to perform the role effectively
- negotiate well and influence people
- be aware of the broader perspective and how it affects the project/ programme
- network effectively
- be honest and frank about project/ programme progress
- request help when necessary and escalate with confidence.

