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28th May 2020

APPOINTMENT AS SENIOR RESPONSIBLE OWNER (SRO) FOR MET OFFICE SUPERCOMPUTING 2020+ PROGRAMME

This letter formalises your appointment as Senior Responsible Owner (SRO) of the Met Office Supercomputing 2020+ Programme. This project sits on the Government Major Project Portfolio (GMPP). These responsibilities form part of your role as Director for Government Services for which you are accountable to Professor Penny Endersby, Met Office Chief Executive, who is accountable to the Permanent Secretary, Alex Chisholm. The responsible Minister for your project is Michelle Donelan, Minister of State for Universities, Science, Research and Innovation. The work of the project is overseen by the Department's Executive Committee and its supporting sub-committees. Your role as SRO will be reflected in the objectives you agree with the Met Office Chief Executive.

As SRO you have personal responsibility for delivery of Met Office Supercomputing 2020+ Programme and will be held accountable for the delivery of its objectives and policy intent; for securing and protecting its vision, for ensuring that it is governed responsibly, reported honestly, escalated appropriately; and for influencing constructively the context, culture and operating environment of the project.

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. This will be periodically reviewed to ensure that an appropriate balance is maintained across your portfolio of activities.

You are accountable for ensuring that the project is governed in line with BEIS's governance framework. The principles set out in the revised Osmotherly Guidance, published in October 2014, will also apply from the date of this letter. That includes the requirement to publish this letter on gov.uk.

The revised Osmotherly Guidance establishes that SROs for major projects will be directly accountable to Parliament for the implementation of the project. Once the project is in its implementation phase, you will be expected to account for and explain the decisions and actions you have taken to deliver the project for which you have personal responsibility, against the business case, within the context of the Department's corporate objectives and as a member of the Department's senior leadership team. It will remain for the responsible Minister to account for the relevant policy decisions and development, including accounting for decisions that materially affect the project's business case, though the guidance makes clear that as SRO you are expected to be able to explain such decisions.

A description of generic SRO roles and responsibilities is attached at Annex A and you are expected to follow the principles it sets out. You will also want to familiarise yourself with the guidance "Giving Evidence to Select Committees – Guidance for Civil Servants" and with the Infrastructure and Projects Authority (IPA) guidance on management of major projects: (https://www.gov.uk/government/policy-teams/major-projects-authority). This includes the Government Functional Standard for Project Delivery to which the project should adhere and utilise.

Your accountability to Parliament sits alongside your accountabilities under the Civil Service Code, your role in supporting the Accounting Officer, and your membership of the BEIS Senior Leadership Team.

Tenure of Position

You are expected to remain in post at least until the end of March 2023 which aligns with the completion of delivery of an operational Generation 1 capability.

Your tenure in this post will be regularly reviewed with the CEO, taking into account the benefits of continuity, the capability needed to lead this project through its development, planning, delivery and evaluation phases; the length of these phases; your development as a member of the project delivery profession within the Civil Service; and the Department's ability to deploy its senior leadership team appropriately. You should ensure that you have agreed appropriate succession planning in the project with the CEO.

Objectives and Performance Criteria

The policy intent supported by this project is to procure and install a replacement supercomputing capability to meet the contracted end of life timescales (September 2022) of our current High Performance Computer (HPC).

Aims & Outcomes

The aim of this investment is to ensure the Met Office can continue to provide critical national weather and climate services to Government, industry and the public.

The Investment Objectives for this case are as follows:

1. Replace supercomputing capacity to maintain essential resilient Met Office services and meet customer requirements;
2. Increase supercomputing capacity to continue to sustain trusted, authoritative weather and climate input for the UK, globally;
3. Optimise productivity and the enablement of socio-economic benefits through advancements in exploitation.

The direct outcomes of the investment will be improved weather and climate science and services in order to:

- Advance Met Office severe weather warnings, hazard and risk predictions and crucial climate inputs to policy, supporting decision making to protect lives, property and infrastructure and support global resilience and security;
- Accelerate the delivery of enhanced services to industry and government, reaping further socio-economic benefit and supporting the Industrial Strategy, greater prosperity and clean growth;
- Safeguard the UK's global leadership position in weather and climate science, accelerating the pace of science into services and elevating the UK's global position in weather and climate services;
- Protect and promote high-value world class science and technology skills within the UK economy, including in supercomputing, data science, machine learning and artificial intelligence as well as across the environmental sciences, meteorology and climate;
- Drive forward innovation to ensure the UK is ready to harness the next generation of supercomputing and data technologies.

The Met Office has a proven track record in identifying, managing, delivery and reporting benefits through investment in supercomputing. The resultant benefits the Met Office seeks to enable are:

- Increased socio-economic benefits for the UK;
- Continued advancement of science research;
- Enhanced opportunities for collaboration and partnerships.

Authorised Expenditure Limits

£1.22bn over a 10-year period starting February 2021.

Proposed changes to the project scope which impact on this intent or benefits realisation must be authorised using the project's governance framework, in conjunction with the Department's governance framework, and may be subject to further levels of approval. Further details are set out below. Your objectives and performance criteria with respect to this project are reflected in your performance agreement form, agreed with the CEO.

Extent and limit of accountability

Finance and Controls

The overall budget for the Met Office Supercomputing 2020+ Programme is set out above and in your letter of Delegated Authority; this is issued to you annually by the Department's finance team and may be updated from time to time. This letter is the means by which you are held to account for the budgets and other resources for which you are responsible.

The allocation of Departmental resources is subject to review each year during business planning and as SRO you are expected engage actively in the business planning process. The Department explicitly recognises that you will need to balance your responsibilities in respect of the project with your responsibilities relating to the wider work of the department as part of BEIS's cadre of senior leaders. Decisions on resource allocation will reflect the need to strike a balance across the entirety of BEIS's portfolio of projects.

HMT spending controls will apply on the basis set out within BEIS's delegated authority letter. Where the project exceeds the delegated authority set by HMT, the appropriate Treasury approval process will apply. The details must be agreed with your HMT spending team. You should consult departmental finance colleagues on how to go about this.

You should also note that where expenditure is considered novel, contentious, repercussive or likely to result in costs to other parts of the public sector, HMT approval will be required, regardless of whether the project expenditure exceeds the delegated authority set by HMT. If in doubt about whether approval is required you should, in the first instance, consult your Finance Business Partner and the BEIS Portfolio Office before raising with the relevant HMT spending team.

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 Treasury delegated limits and Cabinet Office controls relevant to Met Office Supercomputing 2020+ Programme. Information on these controls can be found here: Cabinet Office controls.

Delegated Departmental / project authority

You are authorised to approve expenditure in line with your delegated authority letter.

You should use your project's governance framework, in conjunction with the Department's governance framework, as the means by which any necessary authorisation is sought for any changes to your project's scope, milestones or

scheduling. The [Departmental Integrated Assurance and Approvals Strategy (IAAS)](#) sets out the limits and conditions of any approvals as well as the process to seek approval to materially change the scope of an approved project. This may include recommending the need to either pause or terminate the project where necessary in a timely manner.

Where issues arise which you are unable to resolve within delegated responsibilities, you are responsible for escalating these issues to the relevant governance body such as P&N, Accounting Officer and HMT in a timely manner. This includes making any such recommendation to pause or terminate the project as required.

Project Status
The Project Status at the date of your appointment is reflected in the most recent quarterly return on the project to the Infrastructure and Projects Authority / monthly delivery confidence assessment to ExCo. This is the agreed position as you assume formal ownership of the project. Project progress is reviewed regularly by the Department's Executive Committee or its supporting committees. You should take active steps to ensure you escalate in a timely manner any significant issues that will materially affect the delivery of the project for which you are responsible as set out in the business case.

Professional Development and Support
As an SRO, it is expected that you will continue your on-going professional development, including through IPA mandated training. Luis Castro as Head of Project Delivery Profession will be able to assist you in in this process.

As SRO of a GMPP project you are required to attend the MPLA as soon as reasonably practicable. The BEIS Portfolio Office will provide you with the necessary details and support you in your application.

You should consult the [SRO page](#) on the Project Delivery Hub which has a number of resources available to support you. There is a Guide and Toolkit which is designed to help you lead your project by explaining the component parts of the role and your responsibilities. There is also the IPA document, [The Role of the SRO](#). It sets out:
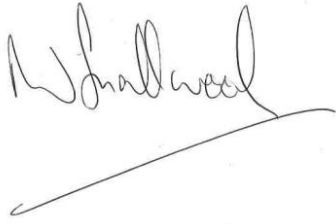
- The key requirements and accountabilities of the SRO role, also drawing on the [project delivery functional standard](#), as well as the [Osmotherly rules](#);

- How the SRO's role relates to other key leadership roles in major projects, particularly the accounting officer and the project director;

- Best practice on appointments, development and support for SROs - drawing on the experience of existing project leaders across government.

The SRO page also links to [The Art of Brilliance](#). This is designed to practically help you deliver your SRO role.

BEIS also has a Delivery Leadership Group for SROs which can provide peer support for your development.

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

Please return a signed copy of this letter to the BEIS Portfolio Office (projectmanagement@beis.gov.uk).

Nick Smallwood
Chief Executive, Infrastructure and
Projects Authority

Alex Chisholm
Permanent Secretary, BEIS

I confirm that I accept the details of my role, including my personal accountability for development, delivery and implementation as detailed in the letter above.

Name of SRO: Andy Kirkman

Signature of SRO:

Date: 28th May 2020

SRO Role and Responsibilities **Annex A**

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of Met Office Supercomputing 2020+ Programme. You are responsible for securing the resources necessary for the success of the project within those available to BEIS and for ensuring that the related implementation and transition activities realise the agreed objectives and benefits. In doing so you should balance the need to support the Accounting Officer to help BEIS reach an affordable settlement which reflects the department's priorities and to deliver value for money across BEIS.

You will be personally accountable to Parliamentary Select Committees and be expected to explain the decisions and actions you have taken. This could include where a Minister has intervened to change the project during the implementation phase in a way which has implications for the cost and/or timeline of implementation. You will be able to disclose your advice about any such changes.

You must ensure the effectiveness of the governance, assurance and project management arrangements and maintain them throughout the life of the project. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office, specifically the IPA's Government Functional Standard for Project Delivery.

An SRO will:

- Be a visible, engaged and active project leader, not a figurehead;
- Deliver the agreed outcomes and benefits;
- Create an open, honest and positive culture committed to delivering at pace;
- Challenge senior officers and Ministers when appropriate and escalate quickly;
- Provide appropriate support, steer and strategic focus to the Project Director and ensure that they have a clear and current letter of appointment; and
- Have sufficient time, experience and the right skills to carry the full responsibilities of the role.

Specific SRO accountabilities:

Ensure that the project is set up for success

- Ensure that the project 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;
- Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of initial project feasibility;
- Establish a firm business case for the project during the initiation/definition phase and ensure that any planned change continues to be aligned with the strategic need;
- Identify and secure the necessary investment for 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, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

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

- Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the project;
- Ensure the strategic fit of the project objectives and benefits;
- 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 project 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 Project Director.

Monitor and take control of progress

- Monitor and control the progress of the project at a strategic level, being honest and frank about project progress, risks and issues; Ensure that any changes to agreed project benefits are flagged appropriately within project governance and that the business case is updated accordingly (throughout project lifecycle);
- Ensure that the integrity of the project is maintained and speak truth to power – including to Parliamentary Select Committees;
- Communicate effectively with senior stakeholders regarding project progress and provide clear, appropriate and delivery-focused decisions and advice to the Project Director.

Ensure problem resolution and referral processes are appropriate and effective

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

Ensure that the project 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 initiation stage;

- Make certain that any recommendations or concerns from reviews are met or addressed in a timely manner;
- In the event of a "red" or "amber-red" review or a red or amber-red quarterly GMPP review rating, ensure that the Performance and Risk and Projects and Investments Committees are made aware of the situation.

Manage formal project closure

- Formally close the project 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 as part of the process of moving the project to "business as usual".