

Mr. M. Lavery  
Chief Executive  
Student Loans Company  
100 Bothwell Street  
Glasgow, G2 7JD

13 April 2015

### **BIS SRO Charter**

Thank you for agreeing to be the Senior Responsible Owner for the Student Loans Company Transformation Programme (BIS ref: PS14-05). This is the critical role for the successful delivery of this project, which is part of the BIS Project Portfolio, visible to the BIS Executive Board, and we are committed to supporting you in it.

This Programme was set up in March 2012 and you took up the SRO post in July 2014, when the previous SRO took up a new job. You have since assessed progress and identified the need to reset the Programme. As SRO you are ultimately accountable for ensuring that the Programme delivers its objectives, and that it is governed responsibly, but we will work with you to agree a timetable and approach for delivery of a revised business case, currently planned for summer 2015, with a new SRO and accountability structure put in place for the revised programme that results.

Your accountabilities are set out at Annex A. In return you are empowered to take decisions, and be involved in any discussion of the Programme.

The status of your Programme is reflected in each quarterly Government Major Project Portfolio (GMPP) return to the Major Projects Authority in the Cabinet Office, including baselined and forecast Programme milestones.

### **Our commitment to you**

We will provide the support, guidance and empowerment for you to deliver your project. The BIS Board has clarified the mandate of the BIS Board sub-committees such as PFR to make explicit the importance of the SRO role, and the escalation routes and freedoms SROs should have.

For portfolio projects, a Programme Board-approved Project Initiation Document will constitute recruiting clearance for all internal HR and Finance controls delegated to the Secretary of State.

As SRO you will have access to:



- a BIS SRO intranet site that is a single point of information for you regarding best practice and corporate materials, and an SRO Guide;
- a growing network of delivery and programme specialists to act as contacts, mentors or sources of assurance at critical stages of the project;
- the BIS analyst community, to support you in ensuring that your business case and evaluation regime are robust;

We both expect – and will support – you to continue your on-going professional development, and will encourage you to take an active part in MPLA alumni activities.

To ensure we are listening to the people delivering the BIS projects, I and Board colleagues will meet regularly with our SROs.

In return the department looks to you to do the following:

- Create a project culture that is positive, open and focused on delivery;
- Focus closely on stakeholder management, working effectively with your line management as required;
- Establish a programme board to support, advise and provide challenge and stakeholder insight to the project: nevertheless, accountability for the project remains with the SRO.
- Own the business case throughout the life of the project, and ensure it remains aligned to business need and strategic objectives;
- Make full use of BIS specialists (analysts, procurement, legal etc) to support delivery of the project;
- Ensure appropriate and creative project assurance is scheduled;
- Work with the BIS Secretariat to schedule appropriate engagement with BIS Board formations;
- Formally close the project or programme with a formal post-implementation review, ensuring that the lessons learned are documented and shared.
- Spend a significant time on the project.

It is expected that you will remain in place until the revised business case is agreed.

Please return a signed copy of this letter to the Major Projects Assurance team.

Martin Donnelly  
Permanent Secretary  
Department for Business Innovation and Skills

David Blackall  
Acting Chief Executive  
Major Projects Authority



Department  
for Business  
Innovation & Skills



Cabinet Office

Name... Mick Lavery

Signature... *Mick Lavery*

Date... *21/4/15*

Programme... SLC Transformation



## **Annex A – SRO accountabilities**

As SRO you have personal responsibility for delivery of this 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 Programme.

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 Programme. In your case this means that from the date of signature of this letter you will be held personally accountable and could be called by Select Committees for delivery of the SLC Transformation Programme.

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.

You should therefore make sure you understand the guidance “Giving Evidence to Select Committees – Guidance for Civil Servants” at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/364600/Osmotherly\\_Rules\\_October\\_2014.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/364600/Osmotherly_Rules_October_2014.pdf). 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>).