

To: Bryan Clark, Director NOMS Digital & Change  
& Senior Responsible Owner for NOMS ICT Services Programme

Date: 18 April 2016

From: Richard Heaton, Permanent Secretary, MoJ  
Tony Meggs, CEO IPA  
Michael Spurr, CEO, NOMS

**Subject: Letter of appointment for NOMS ICT Services Programme (NICTS)**

We are writing to confirm your appointment as Senior Responsible Owner of the above programme with effect from 2 March 2015. You are directly accountable to Michael Spurr under the oversight of Richard Heaton.

As SRO you have personal responsibility for delivery of the NICTS programme to ensure the delivery of its objectives and policy intent. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported honestly, and escalated appropriately. You are ultimately accountable for ensuring delivery of your programmes, and for the realisation of agreed benefits. You are also responsible for pausing or terminating the programmes where necessary. Where issues arise which you are unable to resolve you are responsible for escalating these issues to Michael Spurr.

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 NICTS. From the date of signature of this letter you will be held personally accountable and could be called by Select Committees.

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.

The role and responsibilities of an SRO are explained in Annex 1 "*SRO Role and Responsibilities in MoJ*". You should follow the guidance in that document.

You should 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 Infrastructure and Projects Authority (IPA) guidance on the management of major projects at:

<https://www.gov.uk/government/organisations/infrastructure-and-projects-authority>

Clarification on the guidance and IPA requirements can be provided by the NOMS portfolio office.

You should ensure, through your leadership of the programmes, that they secure the necessary seals of approval that they deliver their strategic outcomes and that costs are managed and benefits are realised in line with the approved programme mandates and business cases.



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 programmes are clearly defined and secured for each stage.

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

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 lifecycle. 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 also the NOMS portfolio 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 the department's interest in both supporting delivery and holding you to account as SRO. You are responsible for providing reports to NOMS and the MoJ portfolio offices 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 NOMS Agency Board (NAB), the appropriate NOMS Executive Committee or Board, the MoJ Executive Committee (ExCo) and the MoJ Departmental Board (DB).

### **Tenure of position**

You are required to undertake this role until achievement of the successful implementation and closure of NICTS, currently estimated to be in April 2016. Progress towards this should be reflected in your personal objectives.

### **Objectives and performance criteria**

The policy intent supported by this programme is that this is an enabler for the wider Future Information Technology Sourcing Programme (FITS) and is highlighted in the FITS Programme Outline Business Case (OBC). FITS contributes to achievement of the MoJ Business Plan 2012-15 objective "Reform how we deliver our services". The aim of this is to:

- Reform the way the Ministry of Justice works – the FITS Programme will contribute indirectly to MoJ reform by the provision of more efficient information and communications technology (ICT) services at lower cost, thereby better supporting business change initiatives, and
- Reassess our ways of working to develop more efficient shared services, match our provision ever more closely to demand, reduce duplication and streamline our functions wherever possible. FITS will contribute directly to the provision of more efficient ICT shared services through the removal of ICT service and overhead duplication within the business and a more streamlined ICT function.



Overall, the target operating model will redefine the way in which the services are procured and delivered by the MoJ's ICT suppliers and introduce a flexible, low cost standard service model.

The objectives and agreed critical success factors for NICTS are that:

- Services provided under the Quantum ICT contract continue after 2 July 2012
- Business continuity is enabled and user satisfaction is consistent
- Contractual arrangements are deliverable
- Contractual arrangements are flexible
- Enable future FITS service tower contracts and provide value for money
- Run and maintain costs are equivalent to or less than, those of the Quantum contract, and
- Approval for project business case and funding.

Your personal objectives and performance criteria that relate to NICTS are to achieve the objectives as defined above within your period of tenure as SRO.

#### **Delegated departmental/project authority**

You are authorised to approve expenditure in accordance with the standard GMPP zero spend tolerance, as compared with the programme approved business case. The tolerance to be applied for time is "+/- 5%", when compared with the business case delivery schedule.

#### **Project status**

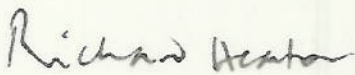
The Project status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Major Projects Authority. This is the agreed position as you assume formal ownership of the programme.

#### **Major Projects Leadership Academy**

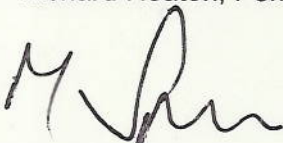
Your programme is due to close before the start of the next cohort of the Major Projects Leadership Academy (MPLA), and due to this you are not required to attend the MPLA.

We would like to take this opportunity to wish you success in your role as SRO. Please sign and return the copy appointment letter to Julie Bartlett, NOMS Portfolio Office.

Yours sincerely,



Signature:  
Richard Heaton, Permanent Secretary



Signature: 18/4/2016  
Michael Spurr, Chief Executive Officer, NOMS



Signature:  
Tony Meggs, Chief Executive, Major Projects Authority

**Acceptance of appointment as Senior Responsible Officer for the NOMS ICT Services Programme (NICTS)**

I confirm that I accept the appointment including my own personal accountability of the implementation of the programme, as documented in the letter above.

Name of SRO: Bryan Clark

Signature:

Date:





## **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.

### **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-new/project/curriculum> 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](mailto:moj_project_delivery_capability@justice.gsi.gov.uk)

### **Gateway review teams**

To widen experience and understanding of the role, **SROs are expected to become accredited 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 MoJ 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.

