

Our ref: SRO/A14
Your ref: CT/SRO

Chris Taylor
Senior Responsible Owner
By email

Graham Dalton
Chief Executive

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Direct Line: 01306 878 667

9th October 2014

PROTECT - PERSONAL

Dear Chris

**Senior Responsible Owner Programme or Project: A14 Cambridge to
Huntington Improvement Project.**

I am writing to formalise your role as Senior Responsible Owner for the A14 Cambridge to Huntingdon Improvement Project. As the SRO you are the senior manager responsible for the success of this Highways Agency project in achieving the main outcomes that it is expected to deliver as defined in the latest iteration of agreed business cases.

You will need to take the project forward in accordance with the Agency's approval processes and internal control arrangements (including, Project Control Framework, Investment Control Framework and in line with the approved governance and assurance framework set in place by Treasury for the Agency as we transition to NewCo)

I need to be advised if any of the key parameters of the most recently approved project business cases are likely to be varied.

Your priorities should always be:

- a. Achievement of the business case
- b. Prudence with the public money you are accountable for
- c. Protection of the Agency's reputation
- d. Ensuring that Ministers, are kept informed of progress, of the risks you have identified and how you are addressing them.

Upon closure of the projects I will write to you again requesting confirmation of the deliverables and the benefits realised, or the timeline for realisation.

Please sign and return a copy of this letter to confirm that you recognise and accept your responsibilities as described above and in Annex A.

Yours sincerely



Graham Dalton
CEO

I except and confirm that I have read and understand my responsibilities as Senior Responsible Owner as outlined in this letter.

Signature 

Name CHRIS TAYLOR

ANNEX A

SRO Roles & Responsibilities

In the Highways Agency, accountability for the successful delivery of a project or programme lies with the Senior Responsible Owner (SRO).

The Key responsibilities of an SRO are:-

Ensuring that a programme or project meets its objectives and delivers the projected benefits

- Ensure agreement amongst stakeholders as to the objectives and benefits of projects.
- Ensure strategic fit of the project or programme objectives and benefits with Highways Agency Business Plan (and the DfT Plan as appropriate)
- 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.

Ensure that the conduct of the programme or project is in line with the appropriate life cycle.

- Ensure the programme/ project Business Case is reviewed by the appropriate Specialist Reviewer group at the relevant point in the Programme/ Project Lifecycle, as required by the relevant approvals board(s) or when cost/benefit estimates change.
- Ensure that the programme or project is run along programme / project management lines in accordance with documented Best Practice Methods and Standards.
- Ensure that assurance prompts in the Programme/ Project lifecycle are followed.
- Support the Executive Team to identify the best value use of resources including offering programme resources to other programmes / projects / ongoing functions where this delivers better value outcomes.

Ensure that the programme or project undergoes assurance and is subject to review at appropriate stages.

- Ensure that the programme / project has an Integrated Approvals and Assurance Plan (IAAP), where applicable and is subject to review (e.g Gateway™ or Health Check) at the key decision points in the Agency Programme, and gets the appropriate early assurance from functions such as economists, lawyers, risk assurance and knowledge exchange at all other points when considered necessary.
- Make certain that any recommendations or concerns from reviews are met or addressed before progressing to the next stage.

Own the programme or Project Brief documents as appropriate and Business Case

- **Oversee development of the Programme Brief and Business Case.**

- Ensure that the aims of the programme continue to be aligned with HA/DfT and wider Government Strategy, and establish a firm basis for the programme or project during its initiation and definition.
- Secure the necessary investment and appropriate spend approvals for the programme/project through agreement by the relevant Boards.

Develop the project or programme organisation structure and logical plans

- Ensure that there is a coherent programme / project structure and logical plan(s).
- Engage with the work of either initiation or definition (in a project environment), or establishing the programme (in a programme environment).
- Establish and maintain collaborative relationships with specialist areas of the Agency and DfT (such as economists, lawyers)

Monitor and control progress

- Monitor and control the progress of the programme / project at a strategic level (at an operational level this is the responsibility of programme or project managers and service managers who are responsible for providing regular reports to the SRO on progress).
- Ensure effective implementation of governance structures.
- Chair the programme (or project) board, to ensure governance is applied.

Formal programme or project closure

- Formally close the programme or project and ensure that the lessons learned are documented within the 'end of project' or 'end of programme' evaluation report.
- Plan the post programme/project review(s) when the entire benefits realisation process will be assessed.

Post implementation review

- Ensure that a post implementation review (PIR) takes place, the output is forwarded to the appropriate stakeholders and the benefits have been realised. The SRO is responsible for commissioning these reviews with Benefits Assurance and Tracking and ensuring the relevant personnel are consulted and involved in the review process.

Problem resolution and referral

- Resolve issues within the SRO's remit.
- Refer serious problems upwards to top management and/or Ministers as necessary and to senior supplier representatives, in a timely manner.
- Regular consultation between those delivering the change and the stakeholders and sponsors.
- Ensure that the communication processes are effective and linkages are maintained between the programme or project teams and the organisation's strategic direction.

Characteristics of the Senior Responsible Owner

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 programme and the project**
- **Be a senior reputable figure approved by the Agency management board, on 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 achieves its objectives**
- **Provide advice and guidance to the project managers as necessary**
- **Acknowledge their own skill/knowledge gaps and structure the project board and project 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 projects**
- **Network effectively**
- **Be honest and open about project progress**
- **Ensure the programme and projects have appropriate resources and capabilities required for successful delivery**

