



Department for Business Innovation & Skills

Martin Donnelly CMG

Permanent Secretary

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Sandy Bulger
Director of Major Projects
Medical Research Council
2nd Floor, David Phillips Building,
Polaris House
North Star Avenue,
Swindon, SN2 1FL

25 March 2015

Dear Sandy

Thank you for agreeing to be the Senior Responsible Owner for a BIS Portfolio Project **The Francis Crick Institute** (ref: KI13-04)

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.

As SRO, you are ultimately accountable for ensuring that the project delivers its objectives, and that it is governed responsibly. You will be responsible for the Medical Research Council's contribution towards the new Francis Crick Institute joint venture for biomedical research. The major construction programme, the accompanying relocation and disposal of the National Institute for Medical Research in Mill Hill are to be delivered by 31 December 2016 within the agreed total budget of £753m. In return you are empowered to take decisions, and be involved in any discussion of the project

The status of your project is reflected in each quarterly Government Major Project Portfolio (GMPP) return to the Major Projects Authority in the Cabinet Office.

Our commitment to you

We will provide 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 have access to:

- a BIS SRO intranet site that is a single point of information for you regarding best practice and corporate materials, and a Senior Responsible Owner 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.

You are also an accredited MPA Gateway Reviewer and will be encouraged to lead or participate in such reviews for other Government departments, the wider public sector or other areas of BIS as appropriate. You will be required to participate in such reviews at least once every 12-18 months to maintain your accreditation.

To ensure we are listening to the people delivering the BIS projects, I and Board colleagues 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, usually 50% or more, and take part in appropriate training.

It is expected that you will remain in place throughout the project.

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



MARTIN DONNELLY

Name: Sandy Bulger

Signature: Agreement provided separately by e-mail

Date: March 2015

Project: The Francis Crick Institute



Addendum to Letter of Appointment

In addition to the responsibilities and accountabilities outlined in your SRO appointment letter, the publication of the Guidance for Civil Servants on Giving Evidence to Parliamentary Select Committees has occasioned the need to bring to your attention your new responsibilities and accountabilities as SRO of The Francis Crick Institute (ref: KI13-04) project.

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

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 project (or specific milestones). 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 Francis Crick Institute (ref: KI13-04) project.

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 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. 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>).

Martin Donnelly
Permanent Secretary
Department for Business Innovation and Skills

David Blackall
Acting Chief Executive
Major Projects Authority

I confirm that I accept the addendum to appointment including my personal accountability for implementation of the project as detailed in the letter above.

Name of SRO: Sandy Bulger

Signature: Agreement provided separately by e-mail

Date: March 2015