



Department  
for Transport



Infrastructure  
and Projects  
Authority

**From the Permanent Secretary**

Department for Transport  
33 Horseferry Road  
London  
SW1P 4DR

**From the Chief Executive**

Infrastructure and Projects Authority  
1 Horse Guards Road  
London  
SW1A 2HQ

28 April 2021

To: Matt Lodge

**Appointment as Senior Responsible Owner (SRO) for the Brighton Mainline Upgrade Programme (BMUP)**

We are pleased to confirm your appointment as Senior Responsible Owner (SRO) of the Brighton Mainline Upgrade Programme with effect from 1 July 2020, directly accountable to the Permanent Secretary and the Department for Transport Board, under the oversight of the Secretary of State for Transport. This will be a part-time role requiring 10% of your time. This will be combined with your wider management and leadership responsibilities within the Department as the Rail Infrastructure South Director, and your other responsibilities as SRO of the Intercity Express Programme, the Crossrail Programme, the Thameslink Programme, the Western Rail Link to Heathrow Programme, the Great Western Route Modernisation Programme and the South Western Route Capacity Programme.

Regular conversations with your Permanent Secretary and Director General will take place to ensure an appropriate balance is maintained across your portfolio of activities and that you receive support as needed to carry out your responsibilities. This will take place as a minimum annually but may be more frequently with agreement.

As SRO you have responsibility for delivery of the Brighton Mainline Upgrade Programme and securing appropriate internal resources to manage these activities. This includes:

- Objectives and policy intent;
- Securing and protecting its vision;
- Ensuring that it is governed responsibly, reported honestly, escalated appropriately;
- Identifying and managing risks and issues, as well as coordinating prevention and mitigation where appropriate;
- Leading on resolving integration issues that interact with your Brighton Mainline Upgrade Programme;
- Identification, quantification and management of the agreed project benefits, as well as successful delivery of any benefits due to be realised during the life of the project. You will also ensure that a plan, with appropriate budget and resources, for the ongoing management and realisation of benefits is in place for after project closure; and
- Ensuring a plan is in place for the closure of the project at the appropriate time. This should include transfer of Business As Usual activities to Passenger Services and capture and dissemination of appropriate lessons.

Like all civil servants, you remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the project in accordance with the objectives and policy intent as set by Ministers.

Where you are asked to undertake a course of action by Ministers which is contrary to your own or others' professional advice and puts outcomes or value for money at risk, you should – if you judge it necessary – discuss with the principal accounting officer what escalation is appropriate. In circumstances where the action may be inconsistent with [Managing Public Money \(MPM\)](#), this may include consideration of whether Ministerial direction is required.

In addition to your internal responsibilities, you should also be aware that SROs are accountable to Parliamentary Select Committees. More information on this is set out in [Giving Evidence to Select Committees – Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. It is important to be clear that your accountability to Parliament relates only to implementation, within the terms agreed in this letter. It will remain for the Minister to account for the relevant policy decisions and development.

Detailed SRO roles, responsibilities and guidance are listed under **Annex A**.

### **Tenure of Position**

We expect you to undertake this role for a two-year tenure period, from 1 July 2020 until 1 July 2022.

It is important that you support your line manager in the development of a succession plan at the appropriate time. This will then need to be agreed with the Director General, Rail Infrastructure Group and The Investment, Portfolio and Delivery Committee.

### **Objectives and Success Criteria of the Brighton Mainline Upgrade Programme**

The policy intent supported by this programme includes improving passenger journeys, investing in long-term capacity improvements, improving reliability and performance and reducing passenger journey times. The Brighton Mainline Upgrade Programme also meets the four priorities set out in the Rail Network Enhancement Pipeline (RNEP):

- Keeping people and goods moving smoothly and safely
- Delivering the benefits from committed programme and projects already underway
- Offering more: new and better journeys and opportunities for the future
- Changing the way the rail sector works for the better

Proposed changes to the project scope which impact on this intent or benefits realisation should be authorised by the Rail Network Enhancement Pipeline (RNEP) governance structure and may be subject to further levels of approval.

This scheme responds to the DfT's Transport Investment Strategy and multiple other Government policy objectives.

Intended outcomes of the scheme are:

- Additional capacity for passengers travelling on the Brighton Mainline through running additional +6 main line trains to London in each peak hour.
- Improved performance and resilience on the Brighton Mainline through alleviation of the Croydon bottleneck and associated reactionary delay.
- Journey time benefits through higher frequencies, less pathing time and less splitting/joining.
- Additional economic growth in London and the South-east due to improved connectivity.
- Improved services result in a modal transport shift to increased train use.

The principal infrastructure components of the proposed scheme are:

- Croydon Area Remodelling Scheme (CARS), including:
  - Selhurst triangle grade separation
  - East Croydon station expansion

- Increase from 5 to 8 tracks north of East Croydon
- Norwood Junction track capacity expansion and station redevelopment (including step-free access)
- Ancillary works, including new sidings and Wallington central turnback
- Gatwick Airport track layout capacity
- Haywards Heath central turnback
- Reigate 12-car capacity (additional platform and power supply works)
- Clapham Junction signal relocation
- Ancillary works, including signalling and power supply to facilitate the above.

As SRO, you are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#).

## **Financial Accountability**

### Finance and Controls

HMT spending controls will apply on the basis set out within your department's delegated authority letter. Where the Brighton Mainline Upgrade Programme exceeds the delegated authority set by HMT, the Treasury Approval Point process will apply and the details of each approval process must be agreed with your HMT spending team.

Further information on finance and controls is provided under **Annex B**.

The total indicative forecast cost of the project at the date of this letter is subject to confirmation in the programme's Outline Business Case.

### Delegated Departmental/Project Authority

- Your authorised expenditure is set out in your delegation letter.
- You are authorised to agree project rescheduling, provided you are satisfied that the expenditure can be accommodated under the annual expenditure limit, as agreed with Treasury until the end of CP6 in which the rescheduled expenditure would now fall. Rescheduling beyond this must be agreed with the Rail Network Enhancement Pipeline (RNEP) governance process, and may depending on circumstances require wider cross-government agreement.
- Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the South East Route Programme Board and the Enhancement Portfolio Board.
- You are also responsible for recommending to the South East Route Programme Board and the Enhancement Portfolio Board the need to either pause or terminate the programme where necessary and in a timely manner. Again, this may require in certain cases wider cross-government agreement.

## **Professional Development and Wider Support**

It is important that you have the appropriate professional skills and are committed to your own CPD (continuing professional development). This includes maintaining and sharing your knowledge and experience with your own and other project teams.

As SRO of a DfT Tier 1 and Government Major Projects Portfolio project, you are enrolled in the Major Projects Leadership Academy and you are expected to complete this training. We will continue to support your ongoing development. There will be wider support available to help you discharge your responsibilities as an SRO. This includes, but is not limited to the following:

- Advice and support from DfT's Project Delivery and Portfolio directorate;
- Access to the various subject matter experts across DfT's Centres of Excellence;

- Being part of a shared community of project delivery professionals across DfT (including being a member of an SRO network comprised of peers and taking part in/supporting key learning activities); and
- Access to the benefits of professional project delivery networks.

There will also be cross-government specialist support provided by the Infrastructure and Projects Authority (IPA) to further help support you and your team.

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

Yours sincerely,



**Bernadette Kelly**  
Permanent Secretary  
Department for Transport



**Nick Smallwood**  
Chief Executive Officer  
Infrastructure and Projects Authority

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



**Matt Lodge**

## **Annex A – Guidance Documentation**

- [Giving Evidence to Select Committees – Guidance for Civil Servants](#)
- [The Role of the Senior Responsible Owner](#)
- [Project Delivery Functional Standard](#)
- [A Handbook for Leaders of Transformation Programmes](#)

## **Annex B – Additional Finance and Controls**

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 programme expenditure exceeds the delegated authority set by HMT. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues 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 your project or programme. Information on these controls can be found here: [Cabinet Office controls](#).