



Department
for Transport

From the Permanent Secretary

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Infrastructure
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From the Chief Executive

Infrastructure and Projects Authority
1 Horse Guards Road
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From the Chief Executive

Highways England
Bridge House, 1 Walnut Close
Guildford
GU1 4LZ

24 May 2021

To Chris Taylor,

Appointment as Senior Responsible Owner for the A428 Black Cat to Caxton Gibbet Improvements Scheme

We are pleased to confirm your appointment as Senior Responsible Owner (SRO) of the A428 Black Cat to Caxton Gibbet Improvements Scheme with effect from 1 February 2019, directly accountable to the Board of Highways England, which is itself accountable to the Secretary of State. This will be a part time role which will require 25% of your time per month. This will be combined with your wider management and leadership responsibilities within the Department and other responsibilities as SRO of the Highways England Complex Infrastructure Programme Directorate.

Regular conversations with your CEO 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 A428 Black Cat to Caxton Gibbet Improvements Scheme 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 project.
- 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 and capture and dissemination of appropriate lessons.

You are accountable to the Board of Highways England, which itself is accountable to the Secretary of State for Transport. Recognising that you operate within Highways England's corporate governance and internal control arrangements, as SRO you have personal responsibility for delivery of the A428 Black Cat to Caxton Gibbet Improvements Scheme. You will be held accountable for the delivery of its objectives and 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.

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 at least until achievement of project close, planned for 2028.

Should the tenure finish earlier due to the long length of the project 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 Board of Highways England.

Objectives and Success Criteria of the A428 Black Cat to Caxton Gibbet Improvements Scheme.

The policy intent supported by this project is set out in the Highways England Delivery Plan 2015 – 2020 and 2020 – 2025. Material changes to project scope which impact on this intent or benefits realisations must be authorised by the Department for Transport as project sponsor and may be subject to a further level of approval.

Proposed changes to the project scope which impact on this intent or benefits realisation should be authorised by Department for Transport Project Sponsor and may be subject to further levels of approval.

The objectives and vision of the A428 Black Cat to Caxton Gibbet Improvements Scheme are to deliver the following outputs:

- To support significant levels of planned economic growth in Cambridge and the surrounding sub-region, which is one of the fastest growing areas of the UK.
- To reduce traffic congestion, provide adequate capacity to support future growth forecasts, improve journey time reliability and increase resilience against accidents and incidents
- To protect the built and natural environment by mitigating the potentially adverse impact of adding additional capacity where technically feasible and economic to do so.
- To enhance accessibility and reduce severance for non-motorised road users where technically feasible and economic to do so.

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 organisation's delegated authority letter. Where the project 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 overall budget for the projects is £812.5m as agreed at OBC approval.

The current approved expenditure figure is £131.2m which provides cover to the end of the development stage. 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 Delegate limits and Cabinet Office controls relevant to the A428 Black Cat to Caxton Gibbet Improvement Scheme. Information on these controls can be found here; [Cabinet Office Controls](#).

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 for Highways England Delivery Plan of agreed milestones in which the rescheduled expenditure would now fall. Rescheduling beyond this must be agreed with Highways England Board and Department for Transport 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 Highways England Board Executive.
- You are also responsible for recommending to Highways England Board Executive 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 advancing your own professional development. This includes maintaining and sharing your knowledge and experience with your own and other project teams.

As a graduate of the Major Projects Leadership Academy (MPLA), we 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.

Support is 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.


Cross-government specialist support is 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



[Nick Harris]
Chief Executive Officer
Highways England

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



Chris Taylor
Director – Complex Infrastructure Programme

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](#).