



Infrastructure
and Projects
Authority



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2nd November 2020

Dear Corhyn,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER (SRO) FOR THE GEOLOGICAL DISPOSAL FACILITY PROGRAMME

This letter formalises your appointment as Senior Responsible Owner (SRO) of the Geological Disposal Facility programme. This programme sits on the Government Major Projects Portfolio (GMPP). These responsibilities form part of your role as Director for Integrated Waste Management for which you are accountable to David Peattie the CEO of the Nuclear Decommissioning Authority (NDA), who is accountable to Sarah Munby the BEIS Permanent Secretary. The Responsible Minister for your project is Alok Sharma Secretary of State. The work of the programme is overseen by the Department's Executive Committee and its supporting committees. Your role as SRO will be reflected in the objectives you agree with David Peattie.

The GDF programme will be delivered by RWM Limited (a wholly owned subsidiary of NDA) and managed within NDA's governance and organisation structure. The NDA has corporate responsibility for ensuring that RWM has the capacity and capability to

deliver the GDF programme and this is governed through a client specification which sets out the NDA's expectations of RWM.

As SRO you have personal responsibility within your delegated authorities for delivery of the Geological Disposal Facility programme 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 programme.

You will carry out this role alongside your other responsibilities and must ensure that you allocate a minimum of 30% of your time per month to enable the effective delivery of the role and responsibilities, as set out in Annex A. This will be periodically reviewed to ensure that an appropriate balance is maintained across your portfolio of activities.

You are accountable for ensuring that the programme is governed in line with NDA's framework document and internal governance framework with consideration for BEIS' governance framework as highlighted in the programme's sponsorship document. The principles set out in the revised Osmotherly Guidance, published in October 2014 will also apply from the date of this letter. That includes the requirement to publish this letter on www.gov.uk.

It is recognised that the GDF programme is long term (see further details under 'Objectives and Performance Criteria' below) and is currently in the development phase. As such the revised Osmotherly Guidance explains that as SRO you will be expected to account for and explain the decisions and actions you have taken to deliver the project, against the business case, within the context of the NDA Mission and as a member of the NDA's senior leadership team. This letter will be revisited once the GDF programme moves into implementation. It will remain for the responsible Minister to account for the relevant policy decisions and development, including accounting for decisions that materially affect the programme's business case, though the guidance makes clear that as SRO you are expected to be able to explain your position regarding such decisions.

A description of generic SRO roles and responsibilities is attached at Annex A and you are expected to follow the principles it sets out. You will also want to familiarise yourself with the guidance "Giving Evidence to Select Committees - Guidance for Civil Servants" and with the Infrastructure and Projects Authority (IPA) guidance on management of major projects: (<https://www.gov.uk/government/policy-teams/major-projects-authority>). This includes the Government Functional Standard for Project Delivery to which the programme should adhere and utilise.

Your accountability to Parliament sits alongside your role in supporting the Accounting Officer, and your membership of the NDA Senior Leadership Team.

Tenure of position

Your tenure in this post will be until the end of the Project 2 phase of the Programme. This will be regularly reviewed with David Peattie, taking into account the benefits of continuity, the capability needed to lead this programme through its development, planning, delivery and evaluation phases; the length of these phases, your development as a member of the project delivery profession within the NDA, and the NDA's ability to deploy its senior leadership team appropriately.

Objectives and Performance Criteria

The policy intent supported by this programme is to implement the Ministerial commitment for geological disposal against a timescale which is necessary in order to maintain momentum and ensure its availability - currently planned for c. 2040 to 2050 for emplacing Intermediate Level Waste and c.2070 for emplacing High Level Waste and Spent Fuel.

The Whole Life Cost envelope to enable the inclusion of a range of scenarios associated with the waste inventory and technical outcomes was recently approved at TAP. Current estimates are between £10.2bn-£27.3bn cost to HMG to dispose of the legacy waste inclusive of uncertainty, risk and optimism bias, rising to ~£20.3-£53.3bn for the whole inventory.

The GDF Programme Business Case v4 was presented to the Treasury Approval Panel (TAP) on 9th July 2019 and received formal HMT approval on 2nd October 2019.

The current phase of the GDF Programme is to deliver Project 2, the second project within the GDF Programme. The outcome of Project 2 is to have identified and evaluated potential sites for a GDF that can be recommended to the UK Government for full site characterisation. This project was approved through an Outline Business Case (OBC) by BEIS PIC in March 2018 which included approval of £67m spend over a five year period, on the basis of an assumed number of communities expressing interest at a reasonable pace. The Full Business Case (FBC) was approved by BEIS PIC in January 2020.

As SRO, your objective is to ensure Project 2 meets its objectives and the programme is developed according to the outputs and findings of Project 2.

Proposed changes to the programme scope which impact on this intent or benefits realisation must be authorised using the programme's governance framework, in conjunction with the Department's governance framework and may be subject to further levels of approval. Further details are set out below. Your objectives and performance criteria with respect to Project 2 are reflected in your performance agreement form, agreed with David Peattie.

Extent and limit of accountability

Finance and Controls

The overall budget for the Geological Disposal Facility programme is set out above. This is issued to David Peattie as part of the NDA's wider budget issued annually by the Department's finance team and may be updated from time to time. This letter is the means by which NDA are held to account for the budgets and other resources for which it and you are responsible.

The allocation of resources is subject to review each year during business planning and as SRO you are expected to engage actively in the business planning process. The Department explicitly recognises that you will need to balance your responsibilities in respect of the project with your other responsibilities. Decisions on resource allocation will reflect the need to strike a balance across the entirety of the NDA's portfolio of projects.

HMT spending controls will apply on the basis set out within BEIS' delegated authority letter and govern NDA and RWM as its subsidiary. Where the programme exceeds the delegated authority set by HMT, the appropriate Treasury approval process will apply. RWM will need to agree the details with the NDA who in turn will liaise with the HMT BEIS spending team. RWM and the NDA should consult finance colleagues on how to go about this.

You should also note that 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 your BEIS sponsorship 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 the Geological Disposal Facility programme. Information on these controls can be found here: Cabinet Office controls.

Delegated Departmental / project authority

You are authorised to approve expenditure in line with the NDA schedule of delegated authority.

You should use your programme's governance framework, in conjunction with the NDA's governance framework, as the means by which any necessary authorisation is sought for any changes to your programme's scope, milestones or scheduling. The NDA's Integrated Assurance and Approvals Plan (IAAP) sets out the limits and conditions of any approvals as well as the process to seek approval to materially

change the scope of an approved programme. This may include recommending the need to either pause or terminate the programme where necessary in a timely manner.

Where issues arise which you are unable to resolve within delegated responsibilities, you are responsible for escalating these issues to the relevant governance body such as BEIS Sponsor, GDPB, Accounting Officer and HMT in a timely manner. This includes making any such recommendation to pause or terminate the programme as required.

Programme Status

The Programme Status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Infrastructure and Projects Authority / monthly delivery confidence assessment to ExCo. This is the agreed position as you assume formal ownership of the programme. Programme progress is reviewed regularly by the Department's Executive Committee or its supporting committees. You should take active steps to ensure you escalate in a timely manner any significant issues that will materially affect the delivery of the programme for which you are responsible as set out in the business case.

Professional Development and Support

As an SRO, it is expected that you will continue your on-going professional development, including through IPA mandated training.

As SRO of a GMPP project you are required to attend the MPLA as soon as reasonably practicable. The BEIS Portfolio Office will provide you with the necessary details and support you in your application.

To support you in your role there is also the IPA document, The Role of the SRO. It sets out:

- the key requirements and accountabilities of the SRO role, also drawing on the project delivery functional standard, as well as the Osmotherly rules;
- how the SRO's role relates to other key leadership roles in major projects, particularly the accounting officer and the project director;
- best practice on appointments, development and support for SROs - drawing on the experience of existing project leaders across government.

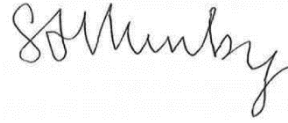
The SRO page also links to The Art of Brilliance. This is designed to practically help you deliver your SRO role.

BEIS also has a Delivery Leadership Group for SROs which can provide peer support for your development.

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

Please return a signed copy of this letter to the BEIS Portfolio Office (projectmanagement@beis.gov.uk).

Signatures



Nick Smallwood

Chief Executive, Infrastructure and
Projects Authority

Sarah Munby

Permanent Secretary, BEIS

I confirm that I accept the details of my role, including my personal accountability for development, delivery and implementation as detailed in the letter above.

Name of SRO: Corhyn Parr

Signature of SRO: _____



Date: 18th November 2020

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of the Geological Disposal Facility Programme. You are responsible for securing the resources necessary for the success of the project within those available to BEIS and for ensuring that the related implementation and transition activities realise the agreed objectives and benefits. In doing so you should balance the need to support the Accounting Officer to help BEIS reach an affordable settlement which reflects the department's priorities and to deliver value for money across BEIS.

You will be personally accountable to Parliamentary Select Committees and be expected to explain the decisions and actions you have taken. This could include where a Minister has intervened to change the project during the implementation phase in a way which has implications for the cost and/or timeline of implementation. You will be able to disclose your advice about any such changes.

You must ensure the effectiveness of the governance, assurance and project management arrangements and maintain them throughout the life of the project. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office, specifically the IPA's Government Functional Standard for Project Delivery.

An SRO will:

- Be a visible, engaged and active project leader, not a figurehead;
- Deliver the agreed outcomes and benefits;
- Create an open, honest and positive culture committed to delivering at pace;
- Challenge senior officers and Ministers when appropriate and escalate quickly;
- Provide appropriate support, steer and strategic focus to the Project Director and ensure that they have a clear and current letter of appointment; and
- Have sufficient time, experience and the right skills to carry the full responsibilities of the role.

Specific SRO accountabilities:

Ensure that the project is set up for success

- Ensure that the project is set-up to make an unambiguous and demonstrable link to strategic policy;
- Translate this policy intent into clear deliverables which are established and agreed with senior stakeholders;
- Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of initial project feasibility;
- Establish a firm business case for the project during the initiation/definition phase and ensure that any planned change continues to be aligned with the strategic need;

- Identify and secure the necessary investment for the business case (this includes both budget and operational resource);
- Design and implement robust, appropriate and transparent project governance;
- Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

Ensure that the project meets its objectives and delivers the projected benefits

- Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the project;
- Ensure the strategic fit of the project objectives and benefits;
- Agree a clear and simple approach to performance management and monitor delivery of the objectives and benefits, taking appropriate action where necessary to ensure their successful delivery.

Develop the project organisation structure and plan

- Ensure that there is a coherent organisation structure and appropriately detailed project plan;
- Build the right team, securing necessary resources and skills and providing clear lines of accountability;
- Provide appropriate support, steer and strategic focus to the Project Director.

Monitor and take control of progress

- Monitor and control the progress of the project at a strategic level, being honest and frank about project progress, risks and issues; Ensure that any changes to agreed project benefits are flagged appropriately within project governance and that the business case is updated accordingly (throughout project lifecycle);
- Ensure that the integrity of the project is maintained and speak truth to power – including to Parliamentary Select Committees;
- Communicate effectively with senior stakeholders regarding project progress and provide clear, appropriate and delivery-focused decisions and advice to the Project Director.

Ensure problem resolution and referral processes are appropriate and effective

- Identify, understand and drive the successful mitigation of project risks;
- Escalate serious issues quickly and with confidence to senior management and/or Ministers;
- Develop strong and effective engagement between the project team and its stakeholders and sponsors;
- Ensure that communication processes are effective and that the project's objectives

and deliverables continue to be consistent with the organisation's strategic direction.

Ensure that the project is subject to review at appropriate stages

- Recognise the value of robust project review and ensure it occurs at key points in the project lifecycle, particularly at the initiation stage;
- Make certain that any recommendations or concerns from reviews are met or addressed in a timely manner;
- In the event of a "red" or "amber-red" review or a red or amber-red quarterly GMPP review rating, ensure that the Performance and Risk and Projects and Investments Committees are made aware of the situation.

Manage formal project closure

- Formally close the project and ensure that the lessons learned are documented within the final evaluation report and disseminated to key stakeholders;
- Ensure that the post implementation review takes place and that the output is communicated to the appropriate stakeholders;
- Ensure a plan for both long term benefits realisation and on-going sustainability is agreed with key stakeholders as part of the process of moving the project to "business as usual".