



Department for Levelling Up,
Housing & Communities

Jeremy Pocklington, CB
Permanent Secretary

Department for Levelling Up, Housing & Communities
2 Marsham Street
London SW1P 4DF



Infrastructure
and Projects
Authority

Nick Smallwood
Chief Executive

Infrastructure Projects Authority
1 Horse Guards Road
London SW1A 2HQ

Alistair Watters,
Senior Responsible Owner (SRO)
Grenfell Site & Programme
By email

2nd March 2022

Dear Alistair,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER (SRO) FOR THE GRENFELL SITE & PROGRAMME

I am writing to confirm your appointment as Senior Responsible Owner (SRO) of the Grenfell Site & Programme (GS&P), which took effect from 17 June 2019.

A signed copy of this letter will be published on the Department for Levelling Up, Housing & Communities website. This is a requirement of all projects that are part of the GMPP.

SRO Accountabilities

As SRO you have personal responsibility for delivery of the Grenfell Site & 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.

In this role, you are directly accountable to Richard Goodman, Director General for Safer and Greener Buildings, with oversight from the Permanent Secretary and the Secretary of State for Levelling up. For the duration that you hold this position, this should be one of your principal roles within the Civil Service.

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 programme (or specific milestones). In your case this means that from the date of your appointment, you

will be held personally accountable and could be called by Parliamentary Select Committees for delivery of the Grenfell Site & Programme.

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. Detailed SRO roles and responsibilities are attached in the Annex. You should follow the guidance in that document. You should also make sure you understand:

- The [guidance](#) for civil servants on “Giving Evidence to Select Committees”;
- The Infrastructure & Projects Authority (IPA) SRO accountabilities [guidelines and guidance](#) on management of major projects;

More details on SRO roles and responsibilities can be found in the **Annex**

Tenure of position

You should note that an SRO should remain in place throughout the programme or be replaced only when a distinct phase of delivery is completed. Any change in the role of SRO must be agreed with the Director General for Levelling Up, Housing & Communities, with oversight from the Permanent Secretary and the Secretary of State for Levelling Up.

You should make sure that you have appropriate knowledge management arrangements in place and could manage an orderly handover to a new SRO if required.

Your role within DLUHC will be split between two Programmes and it is expected that this role will take approximately 50% of your time.

Objectives and Performance Criteria

DLUHC's [Single Departmental Plan](#) sets out the department's objective to 'secure effective support for those affected by the Grenfell Tower disaster, delivering the changes this tragedy demands and ensuring people are safe and feel safe within their homes'.

As part of this, the Government has committed that the bereaved, survivors and local residents will [determine the future memorial](#). It also committed to [take responsibility for the safety and security of the Grenfell Tower site](#) until the land is made ready for future use.

The Government [took ownership](#) of the site in July 2019, and established the Grenfell Site Programme to:

- Oversee the management of the site, including making operational decisions, to ensure it remains safe and secure and is made ready for a future memorial.
- Ensure that the Government meets its public commitment that all decisions will be evidence-based and informed by experts, and that the community will be engaged at every step of the way.
- Facilitate the independent Grenfell Tower Memorial Commission. The Commission is made up of representatives of the bereaved, survivors and local residents, will work with the community to agree a consensus on the most fitting and appropriate way to remember those who lost their lives in the Grenfell tragedy.

Your personal objectives and performance criteria must include:

- The successful delivery of the Grenfell Site & Programme within the programme's vision and objectives.

- Ensuring the site is managed safely and security to protect those living, studying, and working in close proximity to the site.
- Meeting the Government's commitment to engage with the community at every step of the way to a fitting and beautiful memorial.

The objectives and vision of the programme should be regularly reviewed and agreed with your DG.

Extent and limit of financial accountability

(1) Finance and Controls

HMT spending controls will apply on the basis set out within your department's delegated authority letter. Where the Grenfell Site & 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. You should consult departmental finance colleagues throughout this process.

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 departmental finance colleagues before raising with the relevant HMT spending team.

The overall budget for the programme is as directed and approved by HMT. HM Treasury have yet to approve the overall budget for the programme. The budget will therefore be set and agreed with HM Treasury as the programme evolves.

You should always operate 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 [spending controls](#) relevant to the Grenfell Site & Programme.

(2) Delegated departmental/project authority

- you are authorised to approve expenditure as defined in your delegated authority issued by DLUHC Finance;
- you are authorised to agree programme rescheduling as required and to protect the end quality of the project; and
- you are also responsible for recommending to the GS&P Programme Board the need to either pause or terminate the programme where necessary and in a timely manner. Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the Director General and the DG led Policy and Delivery Boards.

Programme Status

The Programme Status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Major Projects Authority. This is the agreed position as you assume formal ownership of the programme.

Major Projects Leadership Academy (MPLA)

We are aware that you are already an MPLA candidate and an accredited Major Project reviewer. As part of this role, you are expected to lead or participate in such reviews for other Government departments, the wider public sector, or other areas of DLUHC as

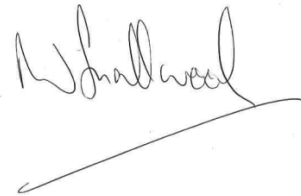
appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation.

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

Yours sincerely,



JEREMY POCKLINGTON
PERMANENT SECRETARY
DEPARTMENT FOR LEVELLING
UP, HOUSING & COMMUNITIES

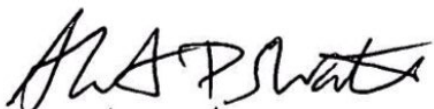


NICK SMALLWOOD,
CHIEF EXECUTIVE
INFRASTRUCTURE &
PROJECTS AUTHORITY

I confirm that I accept the appointment including my personal accountability for implementation of the project as detailed in the letter above, on the understanding of the following.

Name of SRO: Alistair WATTERS

Signature of SRO:



Date: 2 March 2022

Annex A – SRO Role and Responsibilities

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of the Grenfell Site & Programme. You are accountable for the Programme meeting its objectives, delivering the required outcomes, and realising the required outcomes within the agreed timescales and costs and is accountable directly to the accounting officer (AO) and Director General (DG). The SRO needs to advise The DG and AO of any significant issues relating to regularity, propriety, feasibility, and value for money, as well as any significant deviations from the approved business case, which might lead them to reassess the Programme.

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 programme 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 programme. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office (Efficiency and Reform Group 19).

An SRO will:

- Be a visible, engaged, and active project leader, not a figurehead;
- Deliver the agreed outcomes to agreed timescales and costs;
- 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 programme is set up for success

- Provide overall leadership, decisions, and direction. Be available to the Programme Director to coach, advise, provide strategic direction, assist with conflict resolution, and make timely decisions.
- Ensure that the programme 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 programme during the initiation/definition phase and ensure that any planned change continues to be aligned with the business;
- Identify and secure the necessary investment for the business case (this includes both budget and operational resource);

- Design and implement robust, appropriate, and transparent programme 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 programme meets its objectives and delivers the required outcomes

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

Develop the programme organisation structure and plan

- Own the overall design of the Programme and the temporary organisation needed to deliver it;
- Ensure that there is a coherent organisation structure and appropriately detailed programme 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 Programme Director.

Monitor and take control of progress

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

Ensure problem resolution and referral processes are appropriate and effective

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

Ensure that the programme is subject to review at appropriate stages

- Recognise the value of robust programme review and ensure it occurs at key points in the programme lifecycle, particularly at the pre-initiation (feasibility) and initiation stages;
- 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 Permanent Secretary has been made aware of the situation and has been briefed accordingly.

Manage formal programme closure

- Formally close the programme 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 outcomes and on-going sustainability is agreed.