



Ministry
of Justice



Infrastructure
and Projects
Authority

To: Sue Taylor, Senior Responsible Owner for the Approved Premises Expansion Programme

From: Dr Farrar, Second Permanent Secretary of the Ministry of Justice; and
Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

February 2022

Dear Sue

LETTER OF APPOINTMENT FOR APPROVED PREMISES EXPANSION PROGRAMME

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the above programme with effect from 26 March 2019. This letter updates the terms on which you have been leading the project and will continue to lead it following its inclusion in the Government's Major Projects Portfolio (GMPP) in December 2020. You are directly accountable to the CEO of HM Prisons and Probation Service (HMPPS) under the oversight of the Permanent Secretary as Principal Accounting Officer for Ministry of Justice, and the Secretary of State for Justice.

As SRO, you have personal responsibility for the delivery of the Approved Premises Expansion Programme and will be held accountable for the delivery of its objectives, with policy intent and outcomes expected. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the programme. You are ultimately accountable for ensuring delivery of your programme, and for the realisation of agreed benefits. You are also responsible for ensuring the ongoing viability of the programme and recommending its pause or termination if appropriate. Where issues arise which you are unable to resolve, you are responsible for escalating these to the Ministry of Justice Investment Committee.

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.

In addition to your internal accountabilities, you should also be aware that SROs for GMPP projects 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).

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.

The role and responsibilities of an SRO are explained in Annex A “SRO Role and Responsibilities”. You should follow the guidance in that document.

You should make sure you understand the guidance “[Giving Evidence to Select Committees - Guidance for Civil Servants](#)”.

You should also make yourself aware of the Infrastructure and Projects Authority guidance on management of major projects on GOV.UK. Clarification on the guidance and Infrastructure and Projects Authority requirements can be provided by the Ministry of Justice Portfolio Management Office.

You must ensure that the programme secures business case approval from the HMPPS Leadership Team, Ministry of Justice Investment Committee, Cabinet Office and HM Treasury. You should also ensure that the programme delivers the strategic outcomes approved in the business case, along with managing the costs and realising the benefits in line with the approved business case.

You should satisfy yourself that you understand and work within your delegated levels of authority and that you do not exceed these without prior written approval through the appropriate Ministry of Justice Investment Committee. You should also ensure that resource requirements for the programme are clearly defined and secured for each stage.

You will carry out this role alongside your other responsibilities, but it is expected that you will allocate 30% of your time to this project to enable the effective delivery of your SRO role and responsibilities, as set out in Annex A.

As SRO, you are expected to be able to provide evidence that relevant, auditable documentation exists in line with departmental expectations for projects and programmes and that there are milestones for delivery which inform decisions linked to key programme events.

You should pay attention to ensuring effective governance for your programme including establishment of a programme board with appropriate membership and clear Terms of Reference. Your appointment will be dependent on confirmation that appropriate governance arrangements are in place and working effectively in the programme.

You will ensure a suitable Financial Responsible Officer is appointed following the departmental guidance included with this letter. You should ensure that assurance and programme management arrangements are established and maintained 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 Infrastructure and Projects Authority and the Ministry of Justice Portfolio Management Office.

You should monitor programme status, forecast timescales, costs and benefits, key risks and dependencies and report issues (including any likelihood of exceeding approved tolerances) openly and transparently.

The Chair of the Ministry of Justice Investment Committee will represent the department’s interest in both supporting delivery and holding you to account as SRO. You are responsible for providing reports to the Ministry of Justice Portfolio Management Office as required, and for submitting business cases and reports to the Key Holder process and relevant boards. Where appropriate, governance will include reference to the Ministry of Justice Investment Committee and Executive Committee.

Tenure of position

You are required to undertake this role until your retirement at a point yet to be confirmed. Progress against milestones before this date and ensuring effective succession planning and handover should be reflected in your personal objectives.

Objectives and performance criteria

The policy intent supported by this programme is expanding the capacity of Approved Premises.

The objectives and vision of the programme are:

- By 31 March 2024, and within the agreed budget envelope, increase the provision of Approved Premises accommodation generally and improve approved premises availability to female offenders specifically in Wales and the London area.
- Deliver an additional 200+ bed places across England and Wales, primarily through expanding existing premises, but with the potential to convert new opportunities where they benefit operational need and provide financial value

Your personal objectives and performance criteria that relate to the programme are to oversee the expansion of Approved Premises.

Delegated authority

The total cost of the preferred options as presented in the Programme Business Case is estimated to be £68m. As part of the departmental annual allocations process, you will be authorised to approve a set level of expenditure each financial year. This will be set out in your annual financial delegation letter from the Chief Executive Officer of HM Prisons and Probation Service (HMPPS).

You are authorised to agree programme rescheduling within tolerances agreed with the Ministry of Justice Investment Committee. Rescheduling beyond that must be agreed with the Ministry of Justice Investment Committee.

Programme status

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

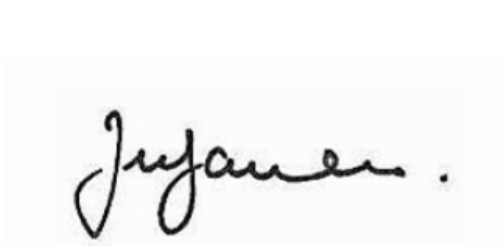
Development and support

As SRO of a GMPP programme, you would normally be required to enrol on the Major Projects Leadership Academy (MPLA). However, as you will be retiring in 2022, it has been agreed with the IPA that your deputy will attend MPLA, which they are now enrolled on.

The department will assist you in securing the necessary resources to support the programme and will set clear standards to enable good governance and effective delivery. You will be part of the department's cohort of major project leaders, who support each other to share good practice, learn lessons and collectively develop solutions. Following approval of the business case, the department's Investment Committee will provide ongoing oversight and support and will take steps to help resolve any escalated risks, issues or constraints that are acting as an impediment to successful delivery.

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

Yours sincerely,



Dr FARRAR

Second Permanent Secretary of the Ministry
of Justice, and Accounting Officer for HMPPS



NICK SMALLWOOD


CEO, Infrastructure and Projects Authority

Appointment Endorsed by:

Antonia Romeo, Principal Accounting Officer of Ministry of Justice: 21 March 2022

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for Approved Premises Expansion Programme including my personal accountability for implementation, as set out in the letter above.



Sue Taylor

12/04/2022

Annex A - SRO Role and Responsibilities in Ministry of Justice

Specific responsibilities

The SRO should perform the following key, high-level functions:

Ensure that a project or programme of change meets its objectives and delivers the projected benefits

- Ensure agreement amongst stakeholders, including Ministers where appropriate, as to what the objectives and benefits are;
- Ensure strategic fit of the project or programme objectives and benefits;
- Obtain commitment from stakeholders to the delivery of the benefits;
- Monitor delivery of the objectives and benefits taking appropriate action where necessary to ensure their successful delivery.

Ensuring that the project or programme is subject to review at appropriate stages

- Ensuring that the project is subject to review at the key points during its lifecycle, including the OGC Gateway™ Process, and especially at the pre-initiation (feasibility) and initiation stages and other points he/she considers necessary;
- Making certain that any recommendations or concerns from reviews are met or addressed before progressing to the next stage.

Own the project or programme brief and business case

- Oversee development of the brief for change and business case;
- Ensure that the aims of the planned change continue to be aligned with the business, and establish a firm basis for the project or programme during its initiation and definition;
- Secure the necessary investment for the business change.

Development of the project or programme organisation structure and logical plans

- Ensuring that there is a coherent organisation structure and logical plan(s);
- Building the right team and ensuring the necessary resources and skills are in place, with clear lines of accountability;
- Engaging with the work of either project initiation (in a project environment) or establishing the programme (in a programme environment).

Monitoring and control of progress

- Monitoring and controlling the progress of the business change at a strategic level (at an operational level this is the responsibility of project or programme manager): the project or programme manager is responsible for providing regular reports to the SRO on progress of the business change. There will be inevitable issues that arise requiring the SRO's advice, decision-making and communication with senior stakeholders;
- Chairing the project or programme board.

Formal project closure

- Formally closing the project or programme and ensuring that the lessons learned are documented within the “end of project” or “end of programme” evaluation report: closure requires formal sign-off by the SRO that the aims and objectives have been met and that lessons learned are documented and disseminated;
- Planning the post programme/project review(s) when the entire benefits realisation process will be assessed.

Post implementation review

- Ensuring that the post implementation review takes place, the output is forwarded to the appropriate stakeholders and the benefits have been realised: the SRO is responsible for commissioning and chairing these reviews and ensuring the relevant personnel are consulted and involved in the review process.

Problem resolution and referral

- Referring serious problems upwards to top management and/or Ministers as necessary, in a timely manner;
- Regular consultation will be required between those delivering the change and the stakeholders and sponsors;
- Ensuring that the communication processes are effective, and linkages are maintained between the change team/s and the organisation’s strategic direction.

Characteristics of the SRO

What behaviours and characteristics should an SRO have?

An SRO needs to:

- take responsibility – including putting things right when they go wrong, and ensuring that recognition is given when they go right
- have a good understanding of the business issues associated with the project or programme
- be a senior reputable authoritative figure approved by the Department/Agency Management Board, or their delegated authority to be the SRO for a project or programme
- be active, not a figurehead
- have sufficient experience and training to carry out SRO responsibilities

An SRO must be someone who can:

- broker relationships with stakeholders within and outside the project or programme
- deploy delegated authority to ensure that the project or programme achieves its objectives
- provide advice and guidance to the project or programme manager as necessary
- acknowledge their own skill/knowledge gaps and structure the project/ programme board and project/ programme management team accordingly
- give the time required to perform the role effectively
- negotiate well and influence people
- be aware of the broader perspective and how it affects the project/ programme
- network effectively
- be honest and frank about project/ programme progress
- request help when necessary and escalate with confidence.

Annex B

Guidance and support

By way of support, we will be arranging SRO sessions to share experiences from the Major Projects Leadership Academy and provide information on our Ministry of Justice Project Delivery Framework – covering processes, products, governance, assurance and approvals. In the meantime, please refer to the Project Delivery pages

<http://intranet.justice.gsi.gov.uk/guidance-support/change-management/project-delivery/index.htm> on the Ministry of Justice intranet, which we are frequently updating to reflect ongoing activity on the framework. Some courses and e-learning for SROs are available on the Civil Service Learning website

<https://civilservicelearning.civilservice.gov.uk/professions-new/project/curriculum> The range of learning opportunities is currently being developed, so it is suggested that you check the website periodically. If you have any questions about the framework or learning resources, please contact moj_project_delivery_capability@justice.gsi.gov.uk