



Department for  
Energy Security  
& Net Zero



Infrastructure  
and Projects  
Authority

To: **Mr Gavin William Askew**, Senior Responsible Owner for the **REPLACEMENT ANALYTICAL PROJECT (RAP)**

From: **Jeremy Pocklington** of the **Department for Energy Security and Net Zero (DESNZ)**; and **Nick Smallwood**, **Chief Executive Officer** of the **Infrastructure and Projects Authority**

31 October 2023

Dear Mr Askew,

## **APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE REPLACEMENT ANALYTICAL PROJECT (RAP)**

We are writing to confirm your appointment within Sellafield Ltd as Senior Responsible Owner (SRO) of the **Replacement Analytical Project (RAP)** with effect from **30 June 2023**.

This letter sets out your specific responsibilities as SRO, and the support you can expect from your department and the Infrastructure and Projects Authority (IPA). Throughout the term of your appointment as SRO, you shall remain employed by Sellafield Limited, and the current terms and conditions of your Sellafield Limited Contract of Employment shall remain unchanged. The Department explicitly recognises that you will need to balance your responsibilities in respect of the RAP with your responsibilities relating to the wider work of Sellafield Ltd, including the overriding obligations of Sellafield Ltd as nuclear site licensee. Your suitability as an SRO has been assessed through internal competency processes by the Nuclear Decommissioning Authority (NDA) and Sellafield Ltd (SL). I understand that you have also recently met the Department's Second Permanent Secretary, Clive Maxwell, to discuss progress on the project.

As SRO, you are directly responsible to **Euan Hutton, Interim CEO Sellafield Limited** or his successor, for the delivery of new capability to the business, and accountable to **David Peattie as Accounting Officer for the Nuclear Decommissioning Authority (NDA)**, and **The Rt Hon Andrew Bowie MP, Minister of State (Minister for Nuclear and Networks, DESNZ)** for the delivery of project benefits.

Your project forms part of the Nuclear Power, Infrastructure, and Decommissioning Portfolio, under the oversight of the Chair of the Department of Security & Net Zero (DESNZ) governance body and is included in the Government Major Projects Portfolio (GMPP). Within the Sellafield Ltd Programme and Projects Portfolio, the **RAP** project sits within your **Analytical Services Programme**.

You have personal accountability for the delivery of the outcomes and benefits from the investment into the **Replacement Analytical Project** 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 RAP. You are also responsible for ensuring the ongoing viability of the RAP Project and recommending its pause or termination if appropriate. Where issues arise, which you are unable to resolve, or where the Nuclear Site Licence conditions or other legal or regulatory requirements of Sellafield Ltd are at risk of being breached, you are responsible for escalating these to the Sellafield Ltd Enterprise Performance Committee (SLEPC), or other such governance body, and if appropriate the NDA.

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 Sellafield Ltd accountabilities; SROs for GMPP projects and programmes are personally accountable to Parliamentary Select Committees. This means that, from the date of this letter, you will be held personally accountable to and could be called by Select Committees to account for and explain the decisions and actions you have taken to ensure delivery of the Replacement Analytical Project to the 'Ready for Active Commissioning (ONR Licence Instrument received)' stage.

It is important to be clear that your accountability relates only to implementation, within the agreed terms in this letter; it will remain for the Minister to account for the relevant policy decisions and development.

More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Information on the roles and responsibilities of the SRO are detailed in the IPA guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Project Delivery](#), the requirements of the Government Project Delivery Framework, and the guidance and requirements for project delivery as set by DESNZ Portfolio Office.

## **Time commitment and tenure**

Leading the Analytical Services Programme, including discharging your responsibilities as the SRO for the RAP project, will be a full-time role within Sellafield Ltd requiring 100% of your time, up to the point of Full Business Case approval, to enable effective delivery of the role and to execute your responsibilities in full.

You are required to undertake this role until Sellafield Ltd is achieving the outcomes and realising the benefits from the investment in the RAP project, in line with the Key Performance Objectives below. Progress towards this will be reflected in your personal objectives as a Sellafield Ltd employee. Any changes to the agreed time commitment or tenure of the role, as set out above, will require both departmental and IPA consent.

## **Objectives and performance criteria**

The policy intent supported by this project is aligned with the UK policy and NDA Strategic Objective of safe, secure, and cost-effective management of radioactive waste and the associated Strategic Outcomes linked to recovery and storage of Intermediate Level Wastes, Magnox and AGR fuels, as well as retrieval of legacy fuels and High Hazard Risk Reduction at Sellafield. It is key to delivery of the Sellafield Ltd Enterprise Strategy, particularly the 'Progress at Pace' objective.

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be escalated through the SLEPC, or other such governance body, and if appropriate the NDA, and may be subject to further levels of approval.

The vision of the Analytical Services Programme is to provide the new capabilities to ensure we have the 'Right Analysis, in the Right Place, at the Right Time, for the Right Price'.

The RAP mission is aligned to the Analytical Services Programme Mission:

*'To support the Sellafield Ltd. value streams to deliver hazard reduction on the Sellafield site whilst developing and safely transitioning the capabilities, skills, and knowledge to ensure the future provision of an analytical service, and the opportunity for development of a national nuclear analytical capability'.*

The RAP benefits are aligned to the Analytical Service Programme Benefits:

- B1 Improved analysis quality and throughput to meet customer demand
- B2 To enable business continuity through the development of a resilient skilled work force
- B3 A safe and secure working environment for Analytical Operations
- B4 Site and hazard reduction

Your personal objectives and performance criteria which relate to the Replacement Analytical Project are:

Performance Objective	Performance Criteria
1. Approved Final Business Case (FBC) at Treasury Approval Committee by Jan 2025	Cost, schedule, and design maturity is sufficient to enable a Major Project Baseline cost to be set
2. Ensure that RAP scope is on track to demonstrably deliver benefits B1-B4	To deliver, no later than the strategic tolerance date, RAP analytical service scope. You are to ensure that co-dependent Projects or Programmes within the Sellafield Ltd. Portfolio are considered in the delivery of benefits B1-B4.

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to the RAP project and the requirements of the Government Project Delivery Framework.

## Extent and limit of accountability

### Finance and Controls

HM Treasury spending controls will apply on the basis set out within the department's delegated authority letter and in line with NDA's delegated authorities. The overall budget for the SIXEP Capability Programme is in accordance with the Sellafield Ltd Operating Plan and Limits of Delegated Authority. Limits of Delegated Authority may be updated from time to time. This letter is the means by which you are held to account for the budgets and other resources for which you are responsible. The allocation of Departmental resources is subject to review each year during business planning and as SRO you are expected engage actively in the business planning process. Decisions on resource allocation will reflect the need to strike a balance across the entirety of Sellafield Ltd's overall portfolio. Where financial requests exceed any of the delegated authority limits, the appropriate approval process will apply within Sellafield Ltd, NDA or the department. Where the RAP project exceeds the delegated authority set by HM Treasury, the Treasury Approval Point process will apply, and the details of each approval process must be agreed with your HM Treasury spending team. You should consult departmental finance colleagues on how to go about this.

You should note that where expenditure is considered novel, contentious, repercussive, or likely to result in costs to other parts of the public sector, HM Treasury approval will be required, regardless of whether the project expenditure exceeds the delegated authority set by HM Treasury. If in doubt about whether

approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HM Treasury spending team.

The overall estimated budget, resourcing requirements and tolerances for your project/programme will be agreed as part of the approval process, currently as noted in delegated authorities below. You will be expected to deliver within these tolerances and report quarterly on these as part of GMPP reporting.

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 HM Treasury delegated limits and Cabinet Office controls relevant to the RAP. Information on these controls can be found here: [Cabinet Office controls](#).

### Delegated authority

As SRO, you are the owner of, and are responsible for the development and delivery of the RAP project Final Business Case, have authority for the Project benefit realisation, and are directly accountable to the NDA Accounting Officer (AO). Your Major Project delivery agent resides within the Sellafield Ltd Project Delivery Directorate. You are to ensure that you delegate, within your agreed sanction, sufficient expenditure necessary to deliver the project. Project expenditure beyond the released sanction value is only allowed through formal approval from the SRO. The release of further sanction funds must be formally agreed between the SRO and the AO.

#### **You are authorised to:**

- **Approve expenditure up to the approved Outline Business Case 'Client P50' Approved Funding limit of £351M (in line with the extant approved OBC), or in line with any HMT approved amendments to that figure thereafter.**
- **Approve expenditure beyond the approved Outline Business Case 'Client P50' Approved Funding limit to manage Programme and if applicable wider Enterprise risk. This will be to an authorised level within the Outline Business Case P80 Approved Funding Limit of £384M, and in agreement with the NDA Accounting Officer.**

You should use your Portfolio and Programme governance framework, in conjunction with Sellafield Ltd governance framework, as the means by which any necessary authorisation is sought for any changes to the RAP scope, costs, and/or schedule. The Departmental Integrated Assurance and Approvals Framework (IAAF) 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 project 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 SLEPC, the Sellafield Ltd Investment Review Panel (SLIRP), and if appropriate the NDA, in a timely manner. This includes making any such recommendation to pause or terminate the project as required.

These authority limits are subject to change and other conditions, or tolerances may be set as part of the business case approval and ongoing monitoring processes which you should then operate within.

## **Appointments**

You should confirm the appointment of a full time Project Director to support you in the management of this project and ensure other appointments are made as required for the control and delivery of your Programme/Project within your delegated authority.

## **Governance and assurance**

You should pay attention to ensuring effective governance for your project, including the establishment of a project board with appropriate membership and clear terms of reference.

As primary owner, you must ensure that the project secures business case approval from SLIRP, and the NDA Group Investment Committee (NDA GIC), including CO and HMT where necessary. You should also ensure that the project remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved outline business case as well as monitoring the context within which the project is being delivered to ensure it remains valid.

Where a change impacts the scope, costs, benefits, or planned delivery milestones agreed as part of an agreed business case, you are responsible for following the agreed change request approval process and setting a new, approved, business case baseline.

You are responsible for bringing to the attention of the AO any material changes in the project which could require a new AO assessment to be completed and published. [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

Although you are directly accountable for this project and the overall Analytical Services Programme, you are also responsible for supporting delivery of Sellafield Ltd's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and project directors in adjacent programmes and project, and with the Sellafield Ltd Enterprise to manage dependencies, resources, schedules, and funding to support delivery of the overall change the Enterprise needs to achieve its strategic objectives.

You should ensure that appropriate and proportionate assurance is in place and agree on the level and frequency of assurance reviews through the maintenance of an Integrated Assurance and Approvals Plan (IAAP). You should ensure this plan is developed and is maintained in collaboration with the Sellafield Ltd Independent Programme and Project Assurance Group (IPAG) and the Infrastructure and Projects Authority (IPA).

## **Project status, reporting and transparency requirements**

The project status at the date of your appointment is reflected in the most recent quarterly return on the project to the IPA and is the agreed position as you assume formal ownership of the programme.

You are responsible for ensuring the honest and timely reporting on the position of the project to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to the DESNZ Portfolio Office as required. Programme and Project progress is reviewed regularly by SL EPC. You should take active steps to ensure you escalate in a timely manner any significant issues that will materially affect the delivery of the project for which you are responsible as set out in the business case. To facilitate progress monitoring and to ensure that appropriate support is provided, you are required to provide accurate, relevant and timely performance reporting to SLEPC as set out in the Performance Reporting Framework. You are responsible for contacting the SLEPC to set up monthly performance reporting for the Project. Information on the project will be published annually by the IPA.

As part of the government's commitment to transparency on major infrastructure projects, you are responsible for publishing on GOV.UK:

- A summary of the AO assessment completed in line with the approval of the Outline Business Case and summaries of any subsequent assessments should they be required
- A summary of the HM Treasury approved Full Business Case; and
- A close out report after the project has completed.

## **Development and support**

As SRO of a GMPP project, you are required to complete the Major Projects Leadership Academy, and you are enrolled on Cohort 37 beginning in June 2023 as agreed with the Head of Profession in Sellafield Ltd Programmes and Projects.

To widen experience and understanding of the role, SROs are also expected to become accredited assurance reviewers and to lead or participate in such reviews for other government departments, the wider public sector, and other areas of DESNZ as appropriate. You are already a High-Risk Review Team Leader, and to maintain your accreditation, you will be required to participate in a review at least once every 12 months. We note that you have completed 3 reviews within the last year.

The department will assist you in securing the necessary resources to support the project, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the department's Head of Profession for project delivery to discuss the maintenance and development of your delivery and leadership skills.

The Infrastructure and Projects Authority will be available to you for support, advice, and assurance throughout the project's time on the GMPP.

Following approval of the business case and entry onto the Nuclear Power, Infrastructure, and Decommissioning Portfolio, the DESNZ governance body will provide ongoing oversight and support and will take steps to help resolve and escalate risks, issues or constraints that are acting as a blocker to successful delivery.

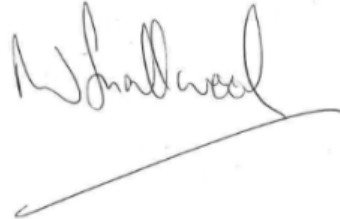
We would like to take this opportunity to wish you every success in your role as SRO.

Yours sincerely,



**JEREMY POCKLINGTON**

Permanent Secretary, ESNZ



**NICK SMALLWOOD**

Chief Executive Officer, Infrastructure and  
Projects Authority

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**CONFIRMATION OF ACCEPTANCE OF APPOINTMENT**

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



**GAVIN ASKEW**

Date: 23<sup>rd</sup> January 2024