Department for
Science, Innovation
& Technology

Infrastructure
and Projects
Authority

To: **Richard Henshall,** Senior Responsible Owner for the **Matrix Cluster Transformation Programme**

From: **Sarah Munby, Permanent Secretary,** The Department for Science, Innovation and Technology; and

   Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

September 2024

Dear Richard,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE MATRIX CLUSTER TRANSFORMATION PROGRAMME

This is to update your appointment as Senior Responsible Owner (SRO) of the Matrix Cluster Transformation Programme with effect from the date of this letter. This letter sets out your responsibilities and the support you can expect from your department and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to the Chief Operating Officer, Freya Guinness, under the oversight of the Permanent Secretary as accounting officer for the Department for Science, Innovation and Technology, and Michelle Donelan, Secretary of State.

Your Matrix Cluster Transformation Programme forms part of the DSIT core portfolio, under the oversight of the Chair of the Delivery and Risk Committee and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of the Matrix Cluster Transformation 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 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 Matrix Steering Group.

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, 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 deliver the Matrix Cluster Transformation Programme.

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 Infrastructure and Project Authority's 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 the DSIT Portfolio Office.

Time commitment and tenure

This role will require 80% of your time to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until the Rapid Adopter Departments are live on the new service. Any changes to the agreed time commitment or tenure of the role, as set out above, will require both departmental and Infrastructure and Projects Authority consent.

Objectives and performance criteria

The Shared Services portfolio has been set up to deliver the Government's Shared Services (GSS) Strategy. The strategy aims to bring together departments' core business functions into a single, simplified centre to save time, cut back-office red tape, and offer taxpayers better value for money.

The portfolio will design, develop, and procure the new technologies and capabilities that are required to help modernise our 'back office' systems. It will deliver a high quality, and good value, system and support service to help streamline the transactions and activities that underpin the way departments are run.

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by Matrix Steering Group and may be subject to further levels of approval.

The vision of the programme is to deliver the Government's three overarching objectives for shared services and its objectives are:

- **Better experience for all users** – intuitive systems that are easy to use and mobile-enabled.

- **Efficiency and value for money** – better systems and services which support productivity and seek to reduce costs.

- **Standardised processes and data** – support interoperability, making it easier to understand and compare data.

Your personal objectives and performance criteria which relate to the programme are:

- Deliver to the Matrix programme milestones.
- Defining and communicating the vision and business objectives in line with GSS Strategy
- Ownership of assurance activities including engagement with NAO and IPA
- Overseeing the creation of appropriate governance across Programme and Steering Boards.
- Oversee systematic management of risks and issues

You are expected to run your project in accordance with the Government Functional Standard for Project Delivery, the other Functional Standards as applicable to this programme 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. Where the programme 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 programme 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. 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 Matrix Cluster Transformation Programme. Information on these controls can be found here: Cabinet Office controls.

Delegated authority

You are authorised to:

- approve expenditure as set out in the DSIT financial delegation authority
- agree project rescheduling as set out in the DSIT Implementation and Delivery controls; project rescheduling within two weeks of agreed milestones, but rescheduling beyond that must be agreed with the Matrix Steering Group; and
- recommend to the Chief Operating Officer and the Matrix Steering Group the need to either pause or terminate the programme where necessary and in a timely manner.

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.

Where issues arise which take you outside of these authority limits which you are unable to resolve, you are responsible for escalating these issues to the Chief Operating Officer, and the Matrix Steering Group.

Appointments

You should appoint a full-time programme director to support you in the management of this programme and make other appointments as required for the control and delivery of your programme within your delegated authority.

Governance and assurance

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

As primary owner, you must ensure that the programme secures business case approval from the nine cluster departments, the Matrix Steering Group, Cabinet Office Controls and HMT. You should also ensure that the programme remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved business case as well as monitoring the context within which the programme 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 should ensure that an accounting officer assessment is completed alongside the approval of the Outline Business Case and that this is published on GOV.UK as part of the government's transparency requirements on major projects. You are responsible for bringing to the attention of the accounting officer any material changes in the programme which could require a new accounting officer 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 programme, you are also expected to support delivery of the department's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and project directors in adjacent projects and programmes and with the DSIT core portfolio management office and portfolio director to manage dependencies, resources, schedules, and funding to support delivery of the overall change the department 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. You should develop this plan and its maintenance in collaboration with the Departmental Assurance Coordinator and the Infrastructure and Projects Authority.

Programme status, reporting and transparency requirements

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 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 programme to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and

information to the DSIT Core Portfolio management office as required. Reporting should include carbon measurement, and other sustainable development goals demonstrating evidence that the project contributes to an overarching environmental strategy and is aligned with defined Net Zero pathways. Information on the programme will be published annually by the Infrastructure and Projects Authority.

You are responsible for publishing on GOV.UK a summary of the accounting office assessment completed in line with the approval of the Outline Business Case and summaries of any subsequent assessments should they be required.

Development and support

Once you graduate from the Major Projects Leadership Academy, you are expected to maintain your continuing professional development as a project leader, including your status as an accredited assurance reviewer. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.
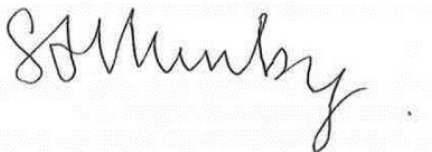
The department will assist you in securing the necessary resources to support the programme, and will set clear guidance, requirements and standards, which align to the Government Functional Standard on Project Delivery, to enable good governance and effective delivery. You will be part of the department's 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 programme's time on the GMPP.

Following approval of the business case and entry onto the DSIT core portfolio, the Delivery and Risk Committee 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,

SARAH MUNBY
Permanent Secretary, Department for Science, Innovation and Technology

NICK SMALLWOOD
Chief Executive Officer, Infrastructure and Projects Authority

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

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

RICHARD HENSHALL

Matrix Cluster Transformation Programme

Date: 11 September 2024