

Appendix D

Dear [xxxx]

Appointment as Sponsoring Senior Responsible Officer for [programme/project]

This letter confirms your appointment as the Sponsoring Senior Responsible Officer (SRO) for [programme/project] with effect from [date]. As SRO, you are personally accountable to me for delivering the [project/programme], for the management of risk and for the realisation of the expected benefits.

[It is understood that, because of your other responsibilities, you will not be able to devote yourself to this role in a full-time capacity. However, you have confirmed that you are able and willing to devote a sufficient amount of your time to being the Sponsoring SRO for this [project/programme].

The role and responsibilities of an SRO, as well as the relationship with Accountable Officers, are explained in the Public Finances Manual, which will be updated periodically. You should follow the principles and requirements in that publication.

As Sponsoring SRO you are to develop, maintain and communicate the vision of the [project/programme] to all stakeholders. Key stakeholders, particularly in other departments and bodies with which the [project/programme] has inter-dependencies, are to be identified and engaged throughout the life of the [project/programme].

I am answerable to the Public Accounts Committee and I expect you to support me so that I can account for and explain the decisions and actions taken to deliver the [project/ programme] (or specific milestones). I expect you to attend all relevant meetings and provide information requested by that Committee. It is important to be clear that your accountability relates only to implementation: it will remain for the Minister to account (in the States Assembly and to Scrutiny Panels) for the relevant policy decisions and development.

You are to ensure, through leading and guiding the [project/programme], that it delivers coherent capability through the achievement of its strategic outcome and the realisation of benefits in line with the approved funding and business cases.

You are to ensure the ongoing viability of the [project/programme]. In doing so you are expected to manage the resources necessary to run the [project/programme] and for the activities required to realise the intended benefits. Where you have formal financial delegated authority (within a Scheme of Delegation approved by the Treasurer of the States), you are responsible for strict adherence to the terms of your delegated authority.

You should pay particular attention to ensuring the effectiveness of the governance, assurance and project management arrangements that have been established and maintain these throughout the life of the [project/programme]. You should adopt best practice as set out in the Public Finances Manual and be prepared to justify any deviation from it. This must include:

- Appointing, chairing and setting priorities for the [Project/Programme] Board, ensuring that all aspects are managed through this forum.
- Ensuring the effectiveness and performance of the [project/programme] organisation.
- Ensuring appropriate assurance is in place including the commissioning of assurance and audit reviews.

- Providing reports as required to the Minister for [xxxx], me or any other body requested by the Minister or me.

You are responsible for submitting business cases and reports as appropriate to the Corporate Portfolio Management Office (CPMO) and Treasury & Exchequer. In doing so you will monitor the [project's/programme's] status, its forecast timescales, costs and benefits and key risks and dependencies and report issues (including any likelihood of exceeding approved tolerances) openly and transparently. The [Project/Programme] Status, including the available budget, at the date of your appointment is reflected in the most recent quarterly report on the [project/programme] to the Council of Ministers. Information on [project/programme] status and progress is published annually in the States' Annual Report and Accounts. This is the publicly agreed position as you assume formal ownership of the [project/programme].

Finally, you should note that an SRO should remain in place throughout the [project/programme] or be replaced only when a distinct phase of delivery is completed. It is anticipated that you will remain Sponsoring SRO for the [Programme/Project] for the duration of your tenure, scheduled to end [xxxx]. During your tenure it is expected that you will be responsible for achieving the following [project/programme] milestones, outcomes and/or benefits:

- [xxxx]
- [xxxx]
- [xxxx]

In the event that you move posts before the [project/Programme closes], you should ensure that you notify me in good time of your intended departure and of any proposed transfer of your SRO role to a future SRO, so that, if necessary, I can formally appoint a replacement SRO. However, you will remain as Sponsoring SRO until notified otherwise in writing by me; your SRO-role will not (as a rule; exceptions to be agreed by me) automatically cease upon a change of post but when your successor is formally appointed.

For completeness could you please complete the attached letter of response indicating that you accept this role and the responsibilities expected of you.

This appointment letter and your name may be published.

Yours sincerely

[xxxx]

Accountable Officer for [programme/project]