

Appendix E

Dear [xxxx]

Appointment as [Major/Strategic] Project – Supplying Senior Responsible Officer for [programme/project]

This letter confirms your appointment as the Supplying Senior Responsible Officer (SRO) for **[programme/project]** with effect from [date]. As Supplying SRO, you are personally responsible to me for delivering key aspects of the [project/programme], as set out in the Schedule below. As Accountable Officer for the project/programme I am personally accountable for delivering the project/programme and am directly answerable to the Public Accounts Committee and as such there may be times where I may give direction on the project/programme.

The Sponsoring SRO [Name] will routinely represent my interest in supporting and holding you to account as Supplying SRO, referring matters to [another named person] or me as necessary. If you encounter issues which cannot be resolved through these governance processes you must escalate them to me. 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 xx per cent of your time to being the Supplying Senior Responsible Officer for this programme/project. We have agreed that this is sufficient time to carry out the role of Supplying SRO. However, if while undertaking your duties as Supplying SRO the time allocation is inappropriate you must advise me so that we can agree suitable arrangements.

The role and responsibilities of a Supplying 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. It's also important to remember that as I am personally accountable for the project/programme that I retain overall authority and there may be times when it is appropriate for me to make decisions that I feel appropriate.

As Supplying SRO you are responsible for:

- Reviewing all project documentation and completed pre-requisites (See Appendix A for a sample) and confirming acceptance of the deliverables requested from the Supplying States Body, against the budget set out
- Assigning a suitably qualified and/or experienced Project Manager to manage the day-to-day delivery of the Supplying States Body aspects of the project including regular progress reporting
- Confirming any revisions to the Project Board structure and/or roles and responsibilities through the delivery stage
- Complying with the Public Finances Manual and the Corporate Portfolio Management Office Project Delivery Framework
- Managing contracts and relationships with external suppliers, as agreed with the Sponsoring Senior Responsible Officer
- Providing regular steer, support and guidance to the Project team, Project Board and Sponsoring Senior Responsible Officer
- Acting as the lead liaison on behalf of the supplier(s)
- Verifying feasibility of product designs and development processes
- Verifying the quality of the products delivered by suppliers
- Delivering the required elements of the project as set out by the Sponsoring States Body

- Budget accountability for any specified budget allocation for the delivery of key aspects of the project, as agreed with the Accountable Officer /Sponsoring Senior Responsible Officer. The Supplying Senior Responsible Officer is responsible for working with the budget available. The Accountable Officer is responsible for ensuring that funding is available for the project. The Supplying Senior Responsible Officer is not responsible for the realisation of benefits associated with the project as set out in the business case.
- Regularly reporting on progress to the Sponsoring States Body and escalating to the Sponsoring States Body Accountable Officer or Sponsoring Senior Responsible Officer any issues requiring decision making and/or Ministerial oversight or awareness
- Identifying and managing relevant project issues and risks
- Complying with the Public Finances Manual and the Corporate Portfolio Management Office Project Delivery Framework
- Agreeing appropriate governance structures and reporting protocols with the Accountable Officer/Sponsoring Senior Responsible officer and Corporate Portfolio Management Office

In addition to your internal responsibilities you should also be aware that SROs are directly responsible to an Accountable Officer who in turn are answerable for the project/programme to the Public Accounts Committee (PAC). 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 responsibility relates only to implementation of the aspects set out in the schedule for XXX programme/project: it will remain for me as Accountable Officer to answer questions from the Public Accounts Committee, although I will expect you to attend all relevant meetings and provide information requested by that Committee for the programme/project: and for the Minister to account (in the States Assembly and to Scrutiny Panels) for the relevant policy decisions and development.

Working with the Sponsoring SRO, you are to ensure the ongoing viability of the programme/project. In doing so you are expected to manage the resources necessary to deliver the aspects of the programme/project for which you are responsible. 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.

You are responsible for submitting reports as appropriate to the Sponsoring SRO, Corporate Portfolio Management Office (CPMO) and Treasury & Exchequer. In doing so you will monitor the deliverables for which you are responsible and the associated costs, timescales, risks, issues and dependencies. The [Programme/Project] Status, including the available budget, at the date of your appointment is reflected in the most recent quarterly report on the programme to the Council of Ministers. Information on programme/project 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 programme/project. Should you at any time believe that the programme/project or your deliverables are unviable you must notify me of this as soon as possible highlighting your reasons for this view.

Finally, you should note that a Supplying SRO should remain in place throughout the programme/project or be replaced only when a distinct phase of delivery is completed. It is anticipated that you will remain Supplying SRO for this Programme/Project for the duration of your

tenure, scheduled to end [date]. During your tenure it is expected that you will be responsible for achieving the following programme milestones, outcomes and/or benefits:

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

In the event that you move posts before the programme/project closes, you should ensure that you notify me in good time of your departure and of any proposed transfer of your Supplying SRO role to a future SRO. You will remain as Supplying SRO until notified otherwise in writing by me; your Supplying SRO-ship 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]