



Department  
for Transport

**From the Permanent Secretary**

Department for Transport  
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Infrastructure  
and Projects  
Authority

**From the Chief Executive**

Infrastructure and Projects Authority  
1 Horse Guards Road  
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SW1A 2HQ

28 April 2021

To: Matt Lodge

**Appointment as Senior Responsible Owner (SRO) for the Thameslink Programme**

We are pleased to confirm your appointment as Senior Responsible Owner (SRO) of the Thameslink Programme which took effect from 3 March 2016, directly accountable to the Permanent Secretary and the Department for Transport Board, under the oversight of the Secretary of State for Transport. This will be a part time role which requires 5% of the SRO's time due to the late stage of the programme, which is nearing closedown. This will be combined with your wider management and leadership responsibilities within the Department and other responsibilities as SRO of the Intercity Express Programme, the Crossrail Programme, the Great Western Route Modernisation Programme, the Western Rail Link to Heathrow Programme, the Brighton Mainline Upgrade Programme and the South Western Route Capacity Programme.

Regular conversations with your Permanent Secretary and Director General will take place to ensure an appropriate balance is maintained across your portfolio of activities and that you receive support as needed to carry out your responsibilities. This will take place as a minimum annually but may be more frequently with agreement.

As SRO you have responsibility for delivery of the Thameslink Programme and securing appropriate internal resources to manage these activities. This includes:

- Objectives and policy intent;
- Securing and protecting its vision;
- Ensuring that it is governed responsibly, reported honestly, escalated appropriately;
- Identifying and managing risks and issues, as well as coordinating prevention and mitigation where appropriate;
- Leading on resolving integration issues that interact with your programme;
- Identification, quantification and management of the agreed programme benefits, as well as successful delivery of any benefits due to be realised during the life of the programme. You will also ensure that a plan, with appropriate budget and resources, for the ongoing management and realisation of benefits is in place for after programme closure; and
- Ensuring a plan is in place for the closure of the programme at the appropriate time. This should include transfer of Business As Usual activities to teams within the department and capture and dissemination of appropriate lessons.

Like all civil servants, you remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the programme in accordance with the objectives and policy intent as set by Ministers. Where you are asked to undertake a course of action by Ministers which is contrary to your own or others' professional advice and puts outcomes or value for money at risk, you should – if you judge it necessary – discuss with the principal accounting officer what escalation is

appropriate. In circumstances where the action may be inconsistent with [Managing Public Money \(MPM\)](#), this may include consideration of whether Ministerial direction is required.

In addition to your internal responsibilities, you should also be aware that SROs are accountable to Parliamentary Select Committees. More information on this is set out in [Giving Evidence to Select Committees – Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. It is important to be clear that your accountability to Parliament relates only to implementation, within the terms agreed in this letter. It will remain for the Minister to account for the relevant policy decisions and development.

Detailed SRO roles, responsibilities and guidance are listed under **Annex A**.

## **Tenure of Position**

We expect you to undertake this role at least until programme closure, planned for July 2021.

## **Objectives and Success Criteria of the programme**

The policy intent supported by this programme is to deliver faster and more reliable journeys for people and businesses, and to improve accessibility to, from and through the heart of London.

Proposed changes to the programme scope which impact on this intent or benefits realisation should be authorised by the Secretary of State for Transport, Director General, Rail Infrastructure Group, and the Investment, Portfolio and Delivery Committee and may be subject to further levels of approval.

The objectives and vision of the Thameslink Programme are to deliver the following outputs:

- To deliver changes to Network Rail's systems, including signalling, to enable 22tph (trains per hour) in each direction through the core.
- To deliver a roadmap for identifying a Thameslink service that would deliver the programme objective of 24 peak trains per hour across central London hour
- Procure the delivery of new stabling and servicing sites to support the planned operation of Thameslink services.

As SRO, you are expected to run your programme in accordance with the [Government Functional Standard for Project Delivery](#).

## **Financial Accountability**

### Finance and Controls

HMT spending controls will apply on the basis set out within your department's delegated authority letter. Where the programme exceeds the delegated authority set by HMT, the Treasury Approval Point process will apply and the details of each approval process must be agreed with your HMT spending team.

Further information on finance and controls is provided under **Annex B**.

The total indicative forecast cost of the programme at the date of this letter is £7,059.40m excluding VAT. However this doesn't mean that this full amount has been authorised (described as remitted within RNEP) for expenditure by the SRO, consistent with the Department's incremental approach to funding rail enhancements.

## Delegated Departmental/Project Authority

- Your authorised expenditure is set out in your delegation letter.
- You are authorised to agree project and programme rescheduling, provided you are satisfied that the expenditure can be accommodated under the annual expenditure limit, as agreed with Treasury, in which the rescheduled expenditure would now fall. Rescheduling beyond this must be agreed with Director General, Rail Infrastructure Group and the Investment, Portfolio and Delivery Committee, and may depending on circumstances require wider cross-government agreement.
- Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the Director General, Rail Infrastructure Group and the Investment, Portfolio and Delivery Committee.
- You are also responsible for recommending to Director General, Rail Infrastructure Group and the Investment, Portfolio and Delivery Committee the need to either pause or terminate the programme where necessary and in a timely manner. Again, this may require in certain cases wider cross-government agreement.

## **Professional Development and Wider Support**

It is important that you have the appropriate professional skills and are committed to your own CPD (continuing professional development). This includes maintaining and sharing your knowledge and experience with your own and other project teams.

As SRO of a DfT Tier 1 and Government Major Projects Portfolio project, you are enrolled in the Major Projects Leadership Academy and you are expected to complete this training. We will continue to support your ongoing development. There will be wider support available to help you discharge your responsibilities as an SRO. This includes, but is not limited to the following:

- Advice and support from DfT's Project Delivery and Portfolio directorate;
- Access to the various subject matter experts across DfT's Centres of Excellence;
- Being part of a shared community of project delivery professionals across DfT (including being a member of an SRO network comprised of peers and taking part in/supporting key learning activities); and
- Access to the benefits of professional project delivery networks.

There will also be cross-government specialist support provided by the Infrastructure and Projects Authority (IPA) to further help support you and your team.

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

Yours sincerely,



**Bernadette Kelly**  
Permanent Secretary  
Department for Transport



**Nick Smallwood**  
Chief Executive Officer  
Infrastructure and Projects Authority

I confirm that I accept the appointment including my accountability for implementation of the programme as detailed in the letter above.



**Matt Lodge**

## **Annex A – Guidance Documentation**

- [Giving Evidence to Select Committees – Guidance for Civil Servants](#)
- [The Role of the Senior Responsible Owner](#)
- [Project Delivery Functional Standard](#)
- [A Handbook for Leaders of Transformation Programmes](#)

## **Annex B – Additional Finance and Controls**

Where expenditure is considered novel, contentious, repercussive or likely to result in costs to other parts of the public sector, HMT approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HMT. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HMT spending team.

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 Treasury delegated limits and Cabinet Office controls relevant to your project or programme. Information on these controls can be found here: [Cabinet Office controls](#).