



HM Revenue  
& Customs

**Jon Thompson**  
**Chief Executive**

**Nick Lodge**  
**Senior Responsible Owner**  
**Customs Transformation Programme**

2/75  
100 Parliament Street  
London  
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[www.hmrc.gov.uk](http://www.hmrc.gov.uk)

Dear Nick

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

This is to update your existing appointment as SRO for the Customs Transformation Programme, as of the date of this letter.

You will be directly accountable to me as HMRC Chief Executive and to ExCom (Transformation) as owners of the HMRC Transformation Portfolio, under the oversight of Mel Stride, Financial Secretary to the Treasury.

As SRO you have personal responsibility for delivery of the stated Programme and will be held accountable for:

- delivery of its objectives and policy intent
- securing and protecting its vision
- ensuring it is governed responsibly
- honest and accurate reporting
- appropriate escalation of material issues and concerns
- influencing constructively the context culture and environment in which it operates.

In addition to your internal accountabilities, you should also be aware that SROs will now be held personally accountable to Parliamentary Select Committees. You will be expected to account for and explain the actions you have taken to deliver the programmes, or specific phases or milestones within them. In your case this means that from the date of signature of this letter you will be held personally accountable and could be called by Select Committees in respect of the delivery of your programme.

It is important to be clear that your accountability relates only to implementation; it will remain for the Minister to account for the relevant policy decisions and development.

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Information is available in large print, audio and Braille formats.  
Text Relay service number – 18001



Your SRO role will be part time and vary in commitment but you should ensure you allocate sufficient time to meet your SRO responsibilities, depending on the stage, progress and delivery status of your Programmes.

In line with HMRC change governance you may appoint a suitably qualified and experienced Programme Director to enable you to discharge some of your responsibilities whilst retaining your overall delivery accountabilities.

Detailed SRO roles and responsibilities are set out in the HMRC Briefing Pack for GMPP SROs, together with the accountabilities of other key HMRC change governance roles. You will need to understand and work collaboratively with these roles in support of successful delivery.

The Briefing Pack also includes guidance on giving evidence to Select Committees, IPA guidelines on the management of major projects, and good practice principles in programme and project management. You should become familiar with that guidance and apply it in practice as required.

### **Tenure of position**

You are required to undertake this role until managed closure of the programmes is achieved or, by agreement, until delivery of a specific milestone, end of phase or gate is achieved. It is expected this will cover the SR15 commitment timescales

### **Objectives and Performance Criteria**

Customs Transformation is a collection of programmes that are tasked with delivering a new Customs Declaration Service; changes to the border required as a consequence of the UK leaving the EU, change arising from Customs policy decisions; and associated activities. Its work will help to support and promote the way UK international trade will operate in the future, safeguard UK tax receipts at the border, improve and enhance the UK's security and make better use of Government resources whilst at the same time reducing the burden on legitimate businesses.

Programmes:

- Customs Declaration Services (CDS)
- Border Systems Programme (BSP)
- Brexit, People, Estates & Infrastructure (BPE&I)
- Contingency

### **Extent and limit of accountability**

#### **1) Finance and Controls**

- a) HM Treasury (HMT) spending controls will apply on the basis set out within HMRC's delegated authority letter. HMRC gated funding will also apply in line HMRC Investment Appraisal and financial governance. These are covered in more detail in your SRO Briefing Pack.

- b) The current forecast whole life costs for the CT Programme is as detailed in the Strategic Outline Case/Business Case.
- c) Funding will be released in line with the HMRC gated funding process.
- d) Funding for this programme is also subject to prioritisation of the HMRC investment portfolio.
- e) You should operate at all times within the rules for managing public money, Treasury delegated limits and Cabinet Office approvals set out in your SRO Briefing Pack.

## **2) Delegated departmental programme authority**

- a) You are authorised to approve expenditure in line with the funding agreed by Investment and Design Board (IDB), or other authorised bodies and individuals under HMRC financial governance.
- b) You are responsible for ensuring that where a change impacts on the scope, costs, benefits or planned delivery milestones agreed as part of an approved Full Business Case, it is dealt with via the Transformation Portfolio change request process set out in your SRO Briefing Pack.
- c) You are also responsible for recommending to IDB the need to either pause or terminate a programme where necessary and to do so in a timely manner.
- d) Where issues arise which you are unable to resolve you are responsible for escalating these to IDB and/or ExCom (Transformation).

## **Programme Status**

You are required to provide a GMPP quarterly report to the Infrastructure and Projects Authority (IPA) which will reflect the current Programme Status.

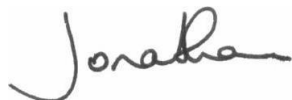
Information on programme status is published annually by MPA at [data.gov](https://data.gov).

## **Developing your personal delivery leadership capability**

- a) Due to the nature of your SRO role alongside your Director General responsibilities you will not be required to enrol on Major Projects Leadership Academy (MPLA). However, your Programme Director or equivalent SCS level role will be expected to have completed, or enrol for, MPLA.
- b) You should support and oversee the ongoing professional development of MPLA graduates in your team, and encourage them to take an active part in MPLA alumni activities.
- c) In terms for your own personal ongoing professional development you should liaise with the HMRC PPM Head of Profession to discuss maintaining and enhancing your personal programme delivery skills and you have completed the Orchestrating Major Programmes course to support this.

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

Yours sincerely



**Jon Thompson**  
Permanent Secretary  
HMRC



**Tony Meggs**  
Chief Executive  
Infrastructure and Projects Authority

I confirm that I accept the appointment including my personal accountability for implementation of Customs Transformation Programme as detailed in the letter above.

**Nick Lodge (SRO)**



..... (Signature of SRO)

08/11/2017

..... (Date signed)