



Healthcare Project+  
Change Association

## **SRO Roles and Responsibilities**

**Extracted from**

# **NHS Project & Change Capability Framework**

For Project and Change Professionals and Practitioners in the NHS



# SRO

The role of the SRO is to ensure the project delivers the business case benefits and outcomes. The SRO is the person ultimately held to account for the delivery of a project.

They provide strategic guidance to the Project Director / Manager and set key delivery parameters. In some departments the term 'Sponsor' is used to describe a role that is similar to an SRO or to describe the SRO of smaller project or someone acting as the SRO for a significant workstream or a discrete part of a very large complex project. In these circumstances the Sponsor acts on behalf of the SRO who retains ultimate accountability for the Project. In all cases the typical role responsibilities and skills requirements are similar.

Those in an SRO role will generally come from a leadership role within the business area into which the project outcomes and benefits are being delivered.

PP Career Pathways		SRO				
AFC Band		8A	8B	8C	8D	9/VSM
Project Complexity		Low		Moderate		High
Typical Role Responsibilities	Leadership	Owner of the overall business change, acts as the champion for the project. Provide leadership and direction to the project executive throughout the life of the project. Delegate responsibilities and agrees clear limits and performance criteria with the Project Manager / Director.		Act as the champion for the project and takes ultimate authority and personal accountability for its delivery. Provide clear leadership and strategic direction to the Project Director / Project Board throughout the life of the project. Delegate responsibilities and agrees clear limits and performance criteria with the Project Director. Is a visible, engaged, active leader who creates an open and honest culture.		
	Stakeholder Management	Ensure effective communication with key project stakeholders and senior Sponsors / SRO. Broker relationships with stakeholders within and outside of the project. Aware of the broader business and project related interdependencies and ensures effective management of these interfaces		Influence and manages the operating environment into which the project outcomes will be delivered, including relationships with key stakeholders, business owners and other project sponsors. Builds effective relationships with key strategic stakeholders obtaining their commitment to the project objectives and benefits. Effective management of all interdependencies.		



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Project Complexity		Low		Moderate		High
Typical Role Responsibilities	Benefits Management	Ensure benefits are owned, delivered and measured during and after the project		The SRO is responsible for ensuring the Project delivers the Business Case Benefits and Outcomes. A Sponsor is responsible for ensuring the benefits are owned		
	Governance	Ensure appropriate governance is in place, in line with departmental guidance and the project maintains its business focus.		They both oversee and drive benefits realisation. Put plans and monitoring in place post-project to assure sustainability and to enable benefits realisation in the longer-term		
	Business Case	Is either the owner of the business case or custodian on behalf of the SRO.		Establish appropriate, robust and efficient governance to ensure the project is governed responsibly. An SRO of a GMPP project is personally accountable for its delivery and could be called by Select Committees to explain their decisions and actions taken to deliver the project.		
	Reviews & Assurance	Deliver an integrated, risk-based approach to assurance that provide confidence to stakeholders. Monitor and oversee the progress of the project at a strategic level ensuring the project executive is fully supported.		Is the owner of the Business Case. Ensures that the value of the predicted benefits exceeds the cost and risks of achieving them. Refers any significant concerns regarding the Business Case and/or value for money to the relevant Accounting Officer.		



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Project Complexity		Low		Moderate		High
Typical Role Responsibilities	Business Change & Implementation	Ensure the project aims continue to be aligned with the departments business priorities. Flags significant issues to senior sponsors or SRO.		Ensure an appropriate level and frequency of assurance reviews are established and adhered to. Monitor and control progress of the project at a strategic level.		
	Risks & Issues Management	Identify and manage strategic risks and may contribute to the wider team risk management.		Ensures the strategic direction of the project remains aligned with any changes in political or business priorities. Ensure that any changes to the agreed project benefits are flagged appropriately and the business case is updated accordingly.		
	Resource Management	May be responsible for the appointment of the Project Manager/ Director. Supports the project executive to secure necessary resources		Accountable for the management of strategic risks and issues in the operating environment and is aware of all high level risks and issues affecting the project. Ensures appropriate mitigation plans are developed and followed through.		
	Budgeting & Control	Ensure financial and other resources are in place to deliver the project.		Responsible for the appointment of the Project Director, agreeing the responsibilities and authority of the role and securing other resources as necessary to deliver the projec		
Typical Qualifications & Professional Memberships		<ul style="list-style-type: none"> <li>•Leading Complex Projects &amp; Programmes (e.g. Cranfield SoM) APM Chartered Project Professional</li> <li>•APM Practitioner Qualification</li> <li>•Leading Complex Project &amp; Programmes</li> <li>•APM Project Fundamentals • APM Project Management Qualification • APMG Agile Change Agent</li> </ul>				