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Paul Duffree
Senior Responsible Owner (SRO) for UKERP

[by email]

30 March 2015

Dear Paul,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER (SRO) FOR THE UK ESTATES REFORM PROJECT (UKERP)

Further to our discussion we are writing to confirm your appointment as Senior Responsible Owner (SRO) of the UKERP with effect from 26 May 2014, directly accountable to the COO, FCO and the FCO Management Board, under the oversight of the FCO Minister responsible for Estates and Security. This role will be a part time role within your existing position which requires an average 15% working time per month.

As SRO you have personal responsibility for delivery of UKERP and will be held accountable for the delivery of its objectives and policy intent; for securing and protecting its vision, for ensuring that it is governed responsibly, reported honestly, escalated appropriately and for influencing constructively the context, culture and operating environment of the project.

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 decisions and actions you have taken to deliver the project (or specific milestones). 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 for delivery of UKERP.

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.

Detailed SRO roles and responsibilities are attached at Annex 1. You should follow the guidance in that document. You should also make sure you understand the guidance "Giving Evidence to Select Committees – Guidance for Civil Servants ". You should also make yourself aware of the Major Projects Authority (MPA) guidance on management of major projects: (<https://www.gov.uk/government/policy-teams/major-projects-authority>).

Tenure of position

You are required to undertake this role until achievement of an MPA Exit Review (currently expected in autumn 2016). Progress towards this will be reflected in your personal objectives.

Objectives and Performance Criteria

The policy intent supported by this project is for the FCO to maximise the efficiency of the London Estate, supporting the wider HMG strategy of office consolidation and cost reduction. Proposed changes to the project scope which impact on this intent or benefits realisation must be authorised by the FCO COO and ratified by the Management Board and may be subject to a further levels of approval.

The objectives and vision of the project are for the FCO to consolidate the department into King Charles Street (KCS) releasing the Old Admiralty Building (OAB) for another HMG occupier. Before this can take place the entire electrical and communication 'backbone' throughout KCS will renewed and floors 2 and 3 will be completely refurbished and re cabled to increase efficiency and flexible working. Your personal objectives and performance criteria are to deliver the requirements in the Full Business Case (FBC) including releasing OAB on 1st November 2015 and completing the KCS works within the allocated budget to the quality levels required.

Extent and limit of accountability

(1) Finance and Controls

HMT spending controls will apply on the basis set out within your department's delegated authority letter. Where UKERP 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. You should consult departmental finance colleagues on how to go about this.

You should also note that 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.

The overall budget for the projects is £64.96m, excluding VAT.

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 UKERP.

(2) Delegated departmental/project authority

- you are authorised to approve expenditure of £2m;
- you are authorised to agree project rescheduling within UKERP but not beyond the OAB exit date of 1st November 2015 without prior agreement from the FCO COO and Management Board; and
- you are also responsible for recommending to FCO COO and Management Board the need to either pause or terminate the programme where necessary and in a timely manner.

Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the FCO COO and Management Board.

Project Status

The Project Status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Major Projects Authority. This is the agreed position as you assume formal ownership of the programme.

Major Projects Leadership Academy (MPLA)

As a graduate of the MPLA, we both expect – and will support – you to continue your on-going professional development, and will encourage you to take an active part in MPLA alumni activities.

To widen experience and understanding of the role, SROs are expected to become accredited Major Project reviewers and to lead or participate in such reviews for other Government departments, the wider public sector or other areas of the [insert department] as appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation.

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

Yours sincerely,



SIMON FRASER

Permanent Secretary

FOREIGN AND
COMMONWEALTH OFFICE



DAVID BLACKALL

Acting Chief Executive

MAJOR PROJECTS AUTHORITY

I confirm that I accept the appointment including my personal accountability for implementation of the project as detailed in the letter above, on the understanding of the following.

As and when situations arise where decisions that impact the deliverability and affordability of the scheme are made by others and their implementation is approved by the COO and/or Management Board then in these circumstances I will not be held personally accountable for their subsequent impact on the project.

Name of SRO: Paul C Duffree

Signature of SRO: 

Date: 31 March 2015

Annex 1 - SRO Role and Responsibilities

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of the ICT Procurement Programme. You are responsible for securing the resources necessary for the success of the project and for ensuring that the related implementation and transition activities realise the agreed objectives and benefits. You will be personally accountable to Parliamentary Select Committees and be expected to explain the decisions and actions you have taken. This could include where a Minister has intervened to change the project during the implementation phase in a way which has implications for the cost and/or timeline of implementation. You will be able to disclose your advice about any such changes.

You must ensure the effectiveness of the governance, assurance and project management arrangements and maintain them throughout the life of the programme. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office (Efficiency and Reform Group 19).

An SRO will:

- Be a visible, engaged and active project leader, not a figurehead;
- Deliver the agreed outcomes and benefits;
- Create an open, honest and positive culture committed to delivering at pace;
- Challenge senior officers and Ministers when appropriate and escalate quickly;
- Provide appropriate support, steer and strategic focus to the Project Director and ensure that they have a clear and current letter of appointment; and
- Have sufficient time, experience and the right skills to carry the full responsibilities of the role.

Specific SRO accountabilities:

Ensure that the project is set up for success

- Ensure that the project is set-up to make an unambiguous and demonstrable link to strategic policy;
- Translate this policy intent into clear deliverables which are established and agreed with senior stakeholders;
- Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of initial project feasibility;
- Establish a firm business case for the project during the initiation/definition phase and ensure that any planned change continues to be aligned with the business;
- Identify and secure the necessary investment for the business case (this includes both budget and operational resource);
- Design and implement robust, appropriate and transparent project governance; Build strong and effective relationships with key stakeholders,

justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

Ensure that the project meets its objectives and delivers the projected benefits

- Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the project;
- Ensure the strategic fit of the project objectives and benefits; Agree a clear and simple approach to performance management and monitor delivery of the objectives and benefits, taking appropriate action where necessary to ensure their successful delivery.

Develop the project organisation structure and plan

- Ensure that there is a coherent organisation structure and appropriately detailed project plan;
- Build the right team, securing necessary resources and skills and providing clear lines of accountability;
- Provide appropriate support, steer and strategic focus to the Project Director.

Monitor and take control of progress

- Monitor and control the progress of the project at a strategic level, being honest and frank about project progress, risks and issues;
- Ensure that any changes to agreed project benefits are flagged appropriately within project governance and that the business case is updated accordingly (throughout project life-cycle);
- Ensure that the integrity of the project is maintained and speak truth to power – including to Parliamentary Select Committees;
- Communicate effectively with senior stakeholders regarding project progress and provide clear, appropriate and delivery-focused decisions and advice to the Project Director.

Ensure problem resolution and referral processes are appropriate and effective

- Identify, understand and drive the successful mitigation of project risks;
- Escalate serious issues quickly and with confidence to senior management and/or Ministers;
- Develop strong and effective engagement between the project team and its stakeholders and sponsors;
- Ensure that communication processes are effective and that the project's objectives and deliverables continue to be consistent with the organisation's strategic direction.

Ensure that the project or programme is subject to review at appropriate stages

- Recognise the value of robust project review and ensure it occurs at key points in the project lifecycle, particularly at the pre-initiation (feasibility) and initiation stages;
- Make certain that any recommendations or concerns from reviews are met or addressed in a timely manner;
- In the event of a “red” or “amber-red” review or a red or amber-red quarterly GMPP review rating, ensure that the Permanent Secretary has been made aware of the situation and has been briefed accordingly.

Manage formal project closure

- Formally close the project or programme and ensure that the lessons learned are documented within the final evaluation report and disseminated to key stakeholders;
- Ensure that the post implementation review takes place and that the output is communicated to the appropriate stakeholders;
- Ensure a plan for both long term benefits realisation and on-going sustainability is agreed.