



Cabinet Office

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Adrian Dottridge
Cabinet Office

BY EMAIL

27th March 2015

Dear Adrian,

Appointment as Senior Responsible Owner (SRO) for the new 2015 New Pension Scheme Programme

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the 2015 New Pension Scheme Programme with effect from August 2013, directly accountable to the HR Director General for the Civil Service. This will require approximately 50% of your time, alongside your other responsibilities.

As SRO you have personal responsibility for delivery of the 2015 New Pension Scheme Programme, 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 the 2015 New Pension Scheme 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.

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 have been in this role since you became Director of Civil Service Workforce Reform on 19 August 2013. The Major Project is now nearing completion. You are required to undertake this role until achievement of implementation of the 2015 New Pension Scheme, the most significant remaining milestones of which are due on 1 April 2015, and for a period of up to six months post implementation to ensure changes are embedded into Business As Usual arrangements. Progress towards this will be reflected in your personal objectives.

Objectives and Performance Criteria

The policy intent supported by this project is to deliver a new Civil Service Pension Scheme (alpha) on 1 April 2015, in accordance with legislative requirements. This Programme is effectively 'stage 1' of ongoing pensions change projects. The principles and governance set up and managed under the 2015 Programme will be expanded and redefined to include portfolio management of further work e.g. Guaranteed Minimum Pension changes; Civil Service Compensation Scheme Reform; member data cleansing activity and the introduction of online member 'self-service'. Your objectives will be updated to include this additional work once the later stages have been fully defined.

The 2015 Programme is part of a wider Government programme to reform public service pensions and reduce public spending. It also complements the Government's Civil Service Efficiency Reform, with projected savings from wider Civil Service pension reforms being scored alongside the Cabinet Office's Efficiency Reform Savings.

Proposed changes to the project scope which impact on this intent or benefits realisation must be authorised by the Minister for the Cabinet Office and/or HM Treasury (HMT) and may be subject to a further levels of approval.

The objectives and vision of the project is to implement new pension arrangements against published timetables from 1 April 2015 and deliver additional changes, as required, post 1 April 2015 to ensure wider delivery success. The key objectives are to ensure:

- The pension administration system, associated processes and all related documentation is legally compliant and that the scheme administrator (MyCSP Limited) manages members' benefits effectively under the new scheme, in line with contractual requirements; and
- All members and prospective members understand how they are affected by the 2015 changes, through effective communication activity. Where members are able to choose when they transfer to the 2015 scheme, members have sufficient information to make a choice.
- Take Senior Responsible Ownership for the delivery of the 2015 pensions reform programme to published timescales and within agreed budget arrangements;

- Ensure the 2015 Programme is adequately resourced with the right skills and capabilities to successfully deliver the requirements and manage a smooth implementation into Business As Usual;
- Ensure key stakeholders are updated with, and have the opportunity to input into, delivery progress and the management of key risks and issues.

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 the 2015 New Pension Scheme 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 £13.4 million excluding VAT. The current approved expenditure figure is £13.4 million, which provides cover to 1 April 2015. Your staffing and project team support is 3.5 FTE of the overall Workforce Reform staffing budget.

The Programme is not subject to formal Government funding approval processes or monitoring, as costs are met through the Civil Superannuation Vote. Approval is not mandatory and therefore the 2015 Programme is not dependent on completion of milestones for funding. The overall Programme Budget has been approved by Cabinet Office, and 'draw down' spend is considered and approved on a 6 monthly basis.

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 HMT delegated limits and [Cabinet Office controls](#) relevant to the 2015 New Pension Scheme.

(2) Delegated departmental/project authority

- You are authorised to approve expenditure of £13.4 million in accordance with your letter of delegated authority
- You are also responsible for recommending to the Cabinet Office Executive 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 John Manzoni.

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)

You are already enrolled on the MPA and are expected to use your learning to support your role as SRO of the 2015 New Pension Scheme Programme.

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 Cabinet Office, 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,

John Manzoni



CHIEF EXECUTIVE OF THE CIVIL SERVICE
Cabinet 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.



Name of SRO: Adrian Dottridge

Date: 27th March 2015

SRO Role and Responsibilities

Annex 1

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of the 2015 New Pension Scheme 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 with key stakeholders as part of the process of moving the project to “business as usual” .