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Colin Martin-Reynolds
Senior Responsible Owner (SRO) for the
ICT Procurement Programme

[by email]

30 March 2015

Dear Colin,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER (SRO) FOR THE FCO ICT PROCUREMENT PROGRAMME

Further to our discussion we are writing to confirm your appointment as Senior Responsible Owner (SRO) of the ICT Procurement Programme. This took effect from 1st October 2013. You are now directly accountable to the FCO COO and the FCO Operations Committee (OpsCom) and the FCO Management Board, under the oversight of the FCO Minister responsible for Estates and Security. This role will be a part time position which requires an average 10% working time per month.

The ICT Procurement Programme (the Programme) will, following transition, result in delivery of new operational services. However, under current FCO plans and pending external approvals, key elements of the original Programme scope concerning solution transformation will be impacted and superseded by the Technology Overhaul Programme. In light of this, these items have been de-scoped from the programme pending the Technology Overhaul Programme approvals process and engagement with MPA on next steps. You will remain SRO responsible for the ICT Procurement Programme and once formal approvals are in place (and it

is recognised by MPA as an approved programme) you will also be confirmed as the Technology Overhaul Programme SRO.

As SRO you have personal responsibility for delivery of the ICT Procurement 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 Programme.

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 Programme (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 ICT Procurement 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” at: <https://www.gov.uk/government/publications/departmental-evidence-and-response-to-select-committees-guidance>. 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 the end of the ICT Procurement Programme in Spring 2016, following completion of the transition and the MPA Exit Review (currently planned for March 2016). Progress towards this will be reflected in your personal objectives.

Objectives and Performance Criteria

The policy intent supported by the ICT Procurement Programme (the Programme) was to procure a new Service Management and Integration (SMI) service and a successor Desktop Infrastructure (DI) contract to replace the Firecrest contract with Hewlett-Packard. Proposed changes to the project scope which impact on this intent or benefits realisation must be authorised by the OpsCom and may be subject to further levels of approval.

These contracts offer an opportunity to deliver significant benefits particularly in support of the FCO's Diplomatic Excellence Programme, ICT and Digital Strategies and CSR savings targets the Sustainability agenda and HMG's ICT and End User Device (EUD) Strategies.

The Programme's original five key Mission Objectives (MOs) remain:

- MO 1: Cost Reduction - The Programme must enable the FCO's ICT Strategy by reducing the running costs of ICT by between 30% and 40%
- MO2: Service Continuity - The Programme must ensure Firecrest continues to enable the FCO to deliver its Foreign Policy Priorities by maintaining continuity of Firecrest services and the underlying systems
- MO3: Security - The Programme must ensure the IT provides a level of security appropriate for and acceptable to the FCO, and its Partners Across Government (PAGs)
- MO4: Service Levels - The Programme must deliver IT solutions that are flexible (with responsive scaling up and down of service levels as appropriate), reliable and shareable and/or available to PAGs
- MO5: Policy - The Programme must align with the Cabinet Office's and ERG's policy requirements.

Since the contracts were awarded, the FCO's IT Vision and Strategy has moved from an evolutionary approach to become more transformational. Specifically the new IT Vision is to enable staff across the global network to be the best Diplomatic Service in the world, by:

- providing reliable, resilient and easy to use technology across our global network
- enabling mobile and flexible working, 'Official' where possible, classified where necessary
- providing customer interaction and service provision which are digital by default; and
- delivering information and knowledge management capabilities encouraging innovation and a culture of working together.

The SMI and DI contracts are key enablers of this new IT Vision. However, whilst cost reduction remains a key objective increased emphasis is being placed on overhauling and extending the IT capability of the estate in response to the new IT

Vision rather than simply maintaining and enhancing it (as originally envisaged under MO2 in particular). These elements will be addressed through the Technology

Overhaul Programme and the scope and objectives of the ICT Procurement Programme should now be viewed in this more limited context.

Your personal objectives and performance criteria must include the successful delivery of the FCO ICT Procurement Programme within the allocated budget.

Extent and limit of accountability

1) Finance & Controls

HM Treasury 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 HM Treasury, 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 department 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, HM Treasury approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HM Treasury. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HM Treasury spending team.

The overall budget for the Programme is £201m excluding VAT. The latest forecast out-turn is £173m although this does not include the impact of ongoing discussions with the suppliers on the scope of their services. As noted above, this budget (and the associated out-turn) has been de-scoped for solution transformation items impacted or superseded by the Technology Overhaul Programme (i.e. Today's Workspace, Next Generation Post, Solution Transformation and associated governance), pending the outcome of Technology Overhaul Programme approvals.

The subsequent outcome will be subject to further engagement with MPA and if relevant any impact on the programme will be reflected in an update to this letter. The next key milestone is Operational Service Commencement Date 2 (OSCD2) on 30 April 2015 at a value of £400k. This will involve the SMI standing up its own toolsets and full contracted service.

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 the ICT Procurement

Programme. Information on these controls can be found here: [Cabinet Office Controls](#).

2) Delegated departmental / project authority

- You are authorised to approve expenditure of £10m
- You are authorised to agree project rescheduling within three months of agreed milestones, but rescheduling beyond that must be agreed with OpsCom.
- You are also responsible for recommending to OpsCom and the FCO 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 OpsCom and the FCO Management Board.

Project Status Report

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 SRO of a GMPP programme you will be expected to enrol on the MPLA. You will be contacted shortly by a member of the MPLA Leadership & Capabilities team to discuss this.

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 FCO 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

DAVID BLACKALL,

PERMANENT SECRETARY

ACTING CHIEF EXECUTIVE

FOREIGN AND
COMMONWEALTH OFFICE

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: Colin Martin-Reynolds

Signature of SRO:

A handwritten signature in black ink, appearing to read 'Colin Martin-Reynolds', written in a cursive style.

Date: 30 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.