



# Cabinet Office

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Mike Parsons

Director General, Government Property  
1 Horse Guards Road  
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14 December 2017

Dear Mike,

## **Senior Responsible Owner – Osmotherly appointment letter**

1. I am writing to confirm your appointment to the role of Senior Responsible Owner (SRO) for the New Property Model programme with effect from November 20<sup>th</sup> 2017; directly accountable to me as the Cabinet Office's Principal Accountable Officer, with the delegated authority of the Department's Permanent Secretary and under the oversight of the Department's Ministers. I want to thank you for agreeing to take on the accountability for the effective, timely and cost-effective delivery of the programme and the realisation of its expected benefits. This is a significant undertaking and I want to assure you of my support for you in this role.
2. As SRO you have personal responsibility for the programme and will be held accountable by me 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.
3. It is important to be clear that your accountability relates only to implementation: it will remain for the Minister to account for relevant policy decisions and development.
4. A detailed SRO role description and person specification is attached at **Annex A**. You should follow the guidance set in that document.

## **Tenure of position**

5. You are required to undertake this role up to and beyond the NPM Programme launch as an Executive Agency (the Government Property Agency) on 1st April 2018 and your responsibilities in this role will be reflected in your personal objectives.

## **Objectives and Performance Criteria**

6. The policy intent supported by this programme is to provide a centralised ownership, control and delivery infrastructure needed to unlock new property and operational benefits across organisational boundaries. It further positions Government to deliver workforce change and wider business transformation. Any proposed changes to the programme scope which impact on this intent or benefits realisation must be approved by the Programme Board, Portfolio Office and/or IAC and may be subject to further levels of approval.
7. The aims and objectives of the programme, as defined in the programme's Framework document, are to create an Executive Agency, which brings together government estate, to maximise the value from public assets. The agency will achieve this by establishing a whole system approach to property asset management across the central government estate, maximising returns and minimising waste through the identification and implementation of rationalisation opportunities across the estate.
8. The expected benefits that will be realised as a result of taking a more commercial operation of the government's estate; to cut costs by eradicating duplication of expertise and activities across over 30 different estates teams; to improve value for money by minimizing cost, risk and delay to cross-Government initiatives such as Hubs; to deliver complex deals, avoid liabilities and drive innovations, which have not before been possible due to lack of commercial expertise; to manage assets more strategically by creating the financial tools needed to take risks, to enable charge back to Departments and to invest and plan for the long term, providing cutting edge solutions widely exploited in the private sector.
9. The benefits are further defined and set out in the Final Business case submitted to HM Treasury 1<sup>st</sup> December 2017.
10. The SRO is responsible for ensuring the successful delivery of the programme and the realisation of its expected benefits within the approved funding envelope. The continued viability of the programme with regard to its alignment with strategic objectives and priorities. That funds invested in and by the programme represent value for money and deliver the required return on investment.
11. Progress of the New Property Model programme will be monitored through scheduled reporting channels under the direction of the Portfolio Office and you will be responsible for ensuring that the information submitted to them is

complete and accurate in order to ensure the integrity of the decision making process.

12. Your personal objectives and performance criteria are to:
13. Ensure the achievement of a successful launch at Go-Live 1<sup>st</sup> April 2018 and on-going growth through to Steady State by 2020 and beyond.
14. Ensure business and service delivery to Departments is maintained and can be built which enables them to continue to focus on their operational and transformational priorities. This includes successful delivery of the Government Hubs Programme and Whitehall strategy.
15. Ensure that expected benefits are monitored and reported through a robust Sponsor function.
16. Provide the strategic context in which the continued viability of the programme remains aligned with relevant cross-governmental priorities.

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

### **Finance and controls**

17. You are authorised to approve expenditure in line with your delegated authority, and subject to controls put in place by HMT as part of the business case approval process. You will be accountable for the proper management of the programme's financial position and will need to ensure that mechanisms are in place to provide regular updates on the overall position and the opportunity to intervene as necessary, before spending commitments are made.
18. You should 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 the Department's Finance Lead before raising with the HMT Spending Team.
19. The FBC for the project seeks £18.4m of central transition funding to support on-boarding during the first two years of live operation until March 2020. The current approved expenditure figure is set out in the Final Business Case, which seeks spend approval for £5.1m for the remainder of 2017/18 and 2018/19 to complete setup activities, of which £1m would be carried forward into 2018/19 (subject to Treasury agreement to a CO budget exchange bid). No conditions or controls are known until the outcome of the Treasury Approval Point scheduled 20<sup>th</sup> December 2017.
20. You should operate at all times within the rules set out in 'Managing public money' (<https://www.gov.uk/government/publications/managing-public-money>). In addition you must be mindful of, and act in accordance with, any specific Treasury delegated limits and Cabinet Office controls relevant to the New Property Model programme. Information on these controls can be found in the Framework document.

### **Delegated department / programme authority**

21. You are authorised to agree project rescheduling within agreed milestones, but significant rescheduling must be agreed with the Programme Board, and as necessary the Portfolio Office and/or IAC/AO;
22. You are also responsible for recommending to the IAC and/or the Portfolio Office the need to 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 in the first instance to Portfolio Office. If still unresolved, issues may then be raised via formal written submission to the AO.
23. As SRO you may choose to delegate specific tasks (but not their accountability) to the programme director. This will be agreed between you and the programme director as necessary for the successful delivery of the programme.

### **Programme status**

24. Documents used to describe the current position of the programme include programme highlight reports, GMPP returns and IPA gateway reports (including the Gate 0 review undertaken November 2017).
25. Progress of the New Property Model programme will be monitored through scheduled reporting channels under the direction of the Portfolio Office and you will be responsible for ensuring that the information submitted to them is complete and accurate in order to ensure the integrity of the decision making process.
26. The SRO shall be responsible for formally closing the programme and handing over the resultant service (where applicable), either on achievement of the expected benefits or on agreed termination/expiry. As part of programme closure the SRO shall ensure that any lessons learned are formally documented and disseminated. Formal programme closure shall be notified to and agreed with the AO through the Portfolio Office. On-going ownership of benefits realisation has been agreed with appropriate directors in the business and ensure that this is recorded in the end of programme closure report.

### **Major Projects Leadership Academy (MPLA)**

27. You will not be required to complete the MPLA programme because you have completed the OMP programme.
28. To widen experience and understanding of the role, you 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 Department of Health and its ALBs, as appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation.

**SRO Principles**

29. Enclosed is a copy of the SRO Principles that have been used to inform this letter (**Annex B**).

30. I am confident you will be successful in this undertaking and thank you once again for taking on this important leadership role.

Yours sincerely,

A handwritten signature in black ink, appearing to read "J. Manzoni", with a long horizontal line drawn underneath it.

John Manzoni

Chief Executive of the Civil Service

A handwritten signature in black ink, appearing to read "T. Meggs", with a long horizontal line drawn underneath it.

Tony Meggs

Chief Executive, Infrastructure & Projects Authority

A handwritten signature in black ink, appearing to read "M. Parsons", with a long horizontal line drawn underneath it.

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

Mike Parsons, Director General Government Property

Date: 7/2/2018

