



Department  
for Environment  
Food & Rural Affairs



Infrastructure  
and Projects  
Authority

To: Richard Jackson, Senior Responsible Owner for the Workplace and Facilities Management Project (WP&FM24)

From: Tamara Finkelstein, Permanent Secretary of Defra; and Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

24<sup>th</sup> March 2022

Dear Richard,

#### **APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE WPFM24 PROJECT**

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Workplace and Facilities Management Project (the WP&FM 'project') with effect from 1 September 2021. This letter sets out your responsibilities and the support which you can expect from your department and the Infrastructure and Projects Authority.

As SRO you are directly accountable to the Group Director, who is accountable to the Director General, Chief Operating Officer under the oversight of Defra's Permanent Secretary as Accounting Officer and George Eustice as Secretary of State.

Your project forms part of the Defra Portfolio under the oversight of the Chair of the Defra Executive Committee and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of the project and will be held accountable for the delivery of its objectives, policy intent and outcomes expected. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the project. You are also responsible for ensuring the ongoing viability of the project and recommending its pause or termination if appropriate. Where issues arise which you are unable to resolve, you are responsible for escalating these to Defra's Executive Committee sitting as Delivery Committee.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the project in accordance with the objectives and policy intent as set by Ministers.

In addition to your internal accountabilities, SROs for GMPP projects and programmes are personally accountable to Parliamentary Select Committees. This means that, from the date of this letter, you will be held personally accountable to and could be called by Select Committees to account for and explain the decisions and actions you have taken to deliver the project.

It is important to be clear that your accountability relates only to implementation within the agreed terms in this letter; it will remain for the Minister to account for the relevant policy decisions and development.

More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Information on the roles and responsibilities of the SRO are detailed in the Infrastructure and Project Authority's guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Project Delivery](#), the requirements of the Government Project Delivery Framework, and the guidance and requirements for project delivery as set by Defra Portfolio Directorate and Enterprise PMO (EPMO).

## **Time commitment and tenure**

This role will require at least 80% of your time to enable effective delivery of the role and to execute your responsibilities in full.

You are required to undertake this role until achievement of project closure, planned for December 2024. Progress towards this will be reflected in your personal objectives. Any changes to the agreed time commitment or tenure of the role, as set out above, will require both departmental and Infrastructure and Projects Authority consent.

## **Objectives and performance criteria**

This project supports the strategic objectives of the Defra Group, as well as contributing to wider government commitments and initiatives. This project supports environmental sustainability and net zero objectives.

The project's primary objective is to oversee the robust and timely re-procurement of Defra group Property's Facilities Management contract. The end of the existing WP&FM contracts represents an opportunity to design a new 'one estate' approach which optimises Value for Money; places Defra group estate users at the heart by focusing on their needs (such as well-maintained facilities, accountability for bio-security compliance and productivity-enhancing spaces to work in); as well as ensuring strategic alignment with other Defra and government initiatives.

It aims to utilise an integrated delivery model, which will enhance the working relationship between Defra and its delivery partners, improving the contractual risk apportionment and ensuring the control of critical services sits within Defra. The new model will be supported by an improved Intelligent Client Function ('ICF') which, alongside the appropriate systems, will support the development and evolution of DgP's workplace Strategy.

The projects objectives are as follows:

- **Delivery:** Delivery of the project and re-procurement of the Facilities Management contract to underpin a new 'one estate' model delivering good value for money.
- **Partners:** In our group model, we will be recognised as valued partners providing expert, professional and strategic advice, challenge, innovation and insight.
- **Offer:** Articulate a clear offer, which is affordable, provides value for money, resilience, and flexible capability. This will be underpinned by well supported evidence and performance data.
- **Attract:** Ensure the Defra group is inclusive and a great place to work, where we can attract and retain the best talent from across the country.
- **Streamline:** Deliver new ways of working optimising digital capability and technology, supporting streamlined processes which are easy to understand and deliver high user satisfaction.
- **Sustainability:** Ensure that sustainability is at the heart of our planning, delivery and supply chains supporting Defra groups own sustainability credentials.

Your personal objectives and performance criteria which relate to the **project** are to:

- Agree and own the project vision and success criteria with the Project Director and provide overall leadership, decision making and strategic direction.
- Deliver the project milestones, objectives and benefits of the Workplace and Facilities Management Project. In parallel, ensure the project considers and acts on the sustainability implications whilst delivering those project objectives and benefits.
- Ensure the direction remains aligned with any changes in business priorities, including those that may result from the Science, Capability and Animal Health (SCAH) Programme.
- Establish and maintain appropriate Governance structures, including for the management of risk and assurance and the appointment of a qualified Board to deliver the Project.
- Build and maintain engagement among all stakeholders to support project delivery, whilst simultaneously working with the Project Director to deliver clear, delivery focused advice.
- Obtain agreement of the project business cases and secure internal and external approvals as required. Assure on-going viability, delivery of plans and ensure benefits are tracked. Address significant concerns about feasibility, value for money, regularity or propriety to the Accounting Officer.
- Oversee the development and implementation of the Workplace & FM strategy and Service Model for Defra group aligned with overall Government strategic intent/direction.

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to this project and the requirements of the Government Project Delivery Framework.

## **Extent and limit of accountability**

### Finance and Controls

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

You should 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 estimated budget, resourcing requirements and tolerances for your project will be agreed as part of the approval process. You will be expected to deliver within these tolerances and report quarterly on these as part of GMPP reporting.

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 HM Treasury delegated limits and Cabinet Office controls relevant to WPFM24 project. Information on these controls can be found here: [Cabinet Office controls](#).

### Delegated authority

- You are responsible for recommending and subsequently seeking approval from the Group Director the resources required to successfully deliver the project.
- You are authorised to agree project rescheduling within one month of agreed milestones, but rescheduling beyond that must be agreed with the Group Director and the Project Board; and

- You are responsible for recommending to the Group Director and the WPFM24 Project Board the need to either pause or terminate the programme where necessary and in a timely manner.

These authority limits are subject to change and other conditions, or tolerances may be set as part of the business case approval and ongoing monitoring processes which you should then operate within.

Where issues arise which take you outside of these authority limits which you are unable to resolve, you are responsible for escalating these issues to the Group Director and Defra Executive committee.

## **Appointments**

You should appoint a full-time Project Director to support you in the management of this project and make other appointments as required for the control and delivery of your programme within your delegated authority.

## **Governance and assurance**

You should pay attention to ensuring effective governance for your project, including the establishment of a Project Board with appropriate membership and clear terms of reference.

As primary owner, you must ensure that the project secures business case approval from Defra's Investment Committee/ExCo and HM Treasury. You should also ensure that the project remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved business case as well as monitoring the context within which the project is being delivered to ensure it remains valid.

Where a change impacts the scope, costs, benefits, or planned delivery milestones agreed as part of an agreed business case, you are responsible for following the agreed change request approval process and setting a new, approved, business case baseline.

You should ensure that an accounting officer assessment is completed alongside the approval of the Outline Business Case and that this is published on GOV.UK as part of the government's transparency requirements on major projects. You are responsible for bringing to the attention of the accounting officer any material changes in the project which could require a new accounting officer assessment to be completed and published. [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

Although you are directly accountable for this project, you are also expected to support delivery of the department's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and project directors in adjacent projects and programmes and with the Portfolio Directorate to manage dependencies, resources, schedules, and funding to support delivery of the overall change the department needs to achieve its strategic objectives.

You should ensure that appropriate and proportionate assurance is in place and agree on the level and frequency of assurance reviews through the maintenance of an integrated assurance and approvals plan. You should develop this plan and its maintenance in collaboration with the Departmental Assurance Coordinator and the Infrastructure and Projects Authority.

## **Project status, reporting and transparency requirements**

The project status at the date of your appointment is reflected in the most recent quarterly return on the project to the Infrastructure and Projects Authority and is the agreed position as you assume formal ownership of the programme.

You are responsible for ensuring the honest and timely reporting on the position of the project to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information

to the Portfolio Directorate as required. Information on the project will be published annually by the Infrastructure and Projects Authority.

As the SRO of a project that is within scope of the cross-government Net Zero Portfolio you are additionally required to report into the Net Zero and Climate Change governance structure, specifically reporting into the Net Zero National Security Implementation Group Sub-Group and the Climate Action Implementation Committee.

You are responsible for publishing on GOV.UK a summary of the accounting office assessment completed in line with the approval of the Outline Business Case and summaries of any subsequent assessments should they be required.

## **Development and support**

As SRO of a GMPP project, you are required to complete the Major Projects Leadership Academy. You are currently enrolled into cohort 30d, awaiting completion. The Head of Profession of the Portfolio Directorate can provide further information where necessary.

To widen experience and understanding of the role, SROs are also expected to become accredited assurance reviewers and to lead or participate in such reviews for other government departments, the wider public sector, and other areas of Defra as appropriate. Becoming an assurance reviewer and completing a review will form part of your time at the Major Projects Leadership Academy. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.

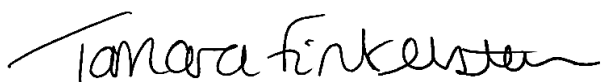
The department will assist you in securing the necessary resources to support the project, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the department's Head of Profession for project delivery to discuss the maintenance and development of your delivery and leadership skills.

The Infrastructure and Projects Authority will be available to you for support, advice, and assurance throughout the project's time on the GMPP.

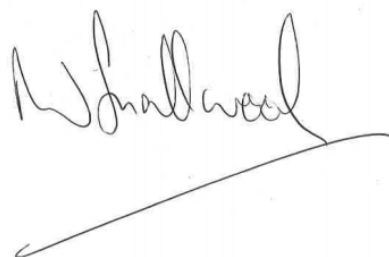
Following approval of the business case and entry onto the Defra Portfolio, the Project's Project Board will provide ongoing oversight and support and will take steps to help resolve and escalate risks, issues or constraints that are acting as a blocker to successful delivery.

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

Yours sincerely,



**TAMARA FINKELSTEIN**



**NICK SMALLWOOD**

Permanent Secretary of Defra

Chief Executive Officer, Infrastructure and  
Projects Authority

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## CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the **project**, including my personal accountability for implementation, as set out in the letter above.

A handwritten signature in black ink, appearing to read 'Richard Jackson', is positioned to the left of a vertical line.

**RICHARD JACKSON**

24/03/2022