



THE CABINET OFFICE
LONDON SW1A 2AS

Gareth Rhys Williams
Government Chief Commercial Officer
1 Horse Guards Road
London
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1 April 2019

Please note that this is a retrospective letter issued post the programme's start date.

Senior Responsible Owner – Commercial Capability Expansion Programme

1. I am writing to confirm your appointment to the role of Senior Responsible Owner (SRO) for the Commercial Capability Expansion Programme with effect from 01/04/2017 directly accountable to me as the Cabinet Office's (the Department's) Accounting Officer (AO), 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 until end March 2022 (estimated programme end date) and your responsibilities in this role will be reflected in your personal objectives.

Objectives and Performance Criteria

6. The policy intent supported by this project is to further improve commercial capability across central government and the wider public bodies sector – by expanding capability building interventions applied to commercial specialists (at Grade 6 and above) in central departments into new target populations (Grade 7s in central departments, wider public bodies and contract managers in central departments). Any proposed changes to the programme scope which impact on this intent or benefits realisation must be approved by the Commercial Capability Programme Board, Portfolio Office or IAC and may be subject to further levels of approval.
7. The aims and objectives of the programme, as defined in the latest Business Case (November 2018), are:
 - Expansion of the Government Commercial Organisation (GCO) to include Grade 7s (Commercial Leads) in central government
 - Expansion of GCO Services (assessment, development and recruitment) to Wider Government Bodies
 - Design and delivery of training and accreditation for Contract Managers in central government
8. These populations have been selected due to the volume of commercial activity and materiality of commercial decisions being made, all of which sit outside of the remit of the original Commercial Capability Programme (which focused on commercial specialists at Grade 6 and above in central departments), and much outside of the Commercial Function altogether.
9. The expected benefits that will be realised as a result of this programme are:
 - improved commercial delivery to prevent value leakage
 - a wider commercially accredited base across government
 - improved recruitment and retention of commercial staff
 - supporting delivery of proposed Civil Service reforms
 - a more accurate view of commercial activity across government
10. These benefits are defined in the Business Case.
11. The SRO is responsible for ensuring the successful delivery of the programme and the realisation of its expected benefits within the approved funding envelope and the continued viability of the programme with regard to its alignment with strategic objectives and priorities. The SRO should ensure that funds invested in and by the programme represent value for money and deliver the required return on investment.
12. Progress of the Commercial Capability Expansion 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.
13. Your personal objectives and performance criteria in relation to this programme are:

- Grade 7s (Commercial Leads) - for staff assessment to commence from April 2018 and all Commercial Leads to have transitioned into the GCO by autumn 2019.
- Wider Government Bodies – for the commercial capability of senior commercial staff in WGBs (~90% of the WGBs that cover ~90% of the third party spend) to be transformed through having undergone accreditation and development by 2020.
- Contract Managers - for all Experts managing gold contracts to be accredited through a development and accreditation platform by the end of 2019, and all gold, silver and bronze contracts to be managed by individuals with the correct accreditation by the end of March 2022.
- To secure appropriate funding to successfully deliver the Civil Service Board endorsed objectives of the Commercial Capability Expansion Programme.

Extent and limit of accountability

Finance and controls

14. 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.
15. 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.
16. The overall approved central funding for the project is £11.7m. Additional funding for the training and accreditation of contract managers should be met by Departments (estimated to be £22.3m in total).
17. 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, the specific Treasury delegated limits and Cabinet Office controls relevant to the Commercial Capability Expansion programme. Information on these controls can be found here:

<https://www.gov.uk/government/collections/cabinet-office-controls>

Delegated department / programme authority

18. You are authorised to agree project rescheduling within agreed milestones, but significant rescheduling must be agreed with the Commercial Capability Programme Board, and as necessary the Portfolio Office or IAC/AO;
19. 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.

20. 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

21. A programme highlight report (**Annex B**); current business case (**Annex C**) and latest copy of the GMPP return (**Annex D**) are attached. These describe the current position of the programme which you will use to assist you in the completion of the Terms of Reference.
22. As SRO of the Commercial Capability Expansion Programme you are required to undertake a due diligence review of your programme including the business case, delivery schedule, risk register, resourcing plans, budget, interdependencies with other programmes within the portfolio; roles and responsibilities within the programme governance arrangements and the Board constitution to ensure that the programme, including stakeholder representation, is appropriate to support delivery of the programme. This review will take place in Autumn/Winter 2018 in line with the next IPA assurance review as agreed with the Portfolio Office. I would be grateful if, on completion of the review, you provide me with confirmation that it has been concluded.
23. Progress of the Commercial Capability Expansion 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.
24. 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. Ongoing 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)

25. You will not be required to complete the MPLA programme because you have been acknowledged as a Master Builder - a recognised expert in their field who has been recruited specifically for their specialist experience and expertise.

SRO Principles

- 26. Enclosed is a copy of the SRO Principles that have been used to inform both this letter.
- 27. I am confident you will be successful in this undertaking and thank you once again for taking on this important leadership role.


John A. Manzoni

Chief Executive of the Civil Service & Cabinet Office Permanent Secretary



Matthew Vickerstaff

Interim Chief Executive, Infrastructure & 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:



Date:

10 Apr 2019

