



Department for
Business & Trade

Amanda Brooks

Interim Permanent Secretary

Old Admiralty Building

London

SW1A 2DL

perm.sec@businessandtrade.gov.uk

19 June 2026

Andy Nice

Senior Responsible Owner for the Strategic Transformation Plan (including Future Technology Portfolio)

CC: Neil Brocklehurst, Chief Executive Officer for Post Office Limited.

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE STRATEGIC TRANSFORMATION PLAN PROGRAMME

Dear Andy,

We are writing to confirm your appointment as Senior Responsible Owner (SRO) for the Strategic Transformation Plan (herein referred to as the “programme”), a role which you began in August 2024. This letter sets out your responsibilities and the support you can expect from the Department for Business and Trade (DBT) and the National Infrastructure and Service Transformation Authority (NISTA).

As SRO, you are directly accountable for delivering the programme to the Chief Executive Officer and Accountable Person (AP) under Managing Public Money (MPM), Neil Brocklehurst, as well as the Post Office Limited Board of Directors (the Board) for the delivery of the programme. The AP and the Board are in turn accountable to the DBT Permanent Secretary as Principal Accounting Officer (PAO), and to the DBT Secretary of State as Shareholder and to Parliament.

The PAO has designated Jaee Samant, Director General for Business Group, as Senior Sponsor of the programme. The programme forms part of the DBT Major Programmes Portfolio (MPP) under the oversight of Nathan Phillips CBE who is the Chief Project Delivery Officer (CPDO) and

Strategy Director, as well as DBT's Investment Committee (IC) that is co-chaired by Director General for Competition, Markets and Regulatory Reform Group Gavin Lambert, and Director General for Industrial Strategy Sam Lister. The IC will approve investment decisions for programmatic spend outside Post Office's delegated limits and help support delivery. The programme is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of the programme, its policy intent and outcomes, and will be held accountable for the delivery of its objectives. This encompasses securing and protecting its vision; ensuring that it is governed responsibly, reported on honestly and escalated appropriately; and for influencing the context, culture, and operating environment of the programme. You are also responsible for ensuring the ongoing viability of the programme and recommending its pause or termination if appropriate. Where issues arise that you are unable to resolve, you are responsible for escalating these to the Board and to the DBT Major Projects Portfolio team (formerly Change Portfolio Office) via the Transformation Steering Group. The DBT Policy and Funding team will escalate to Investment Committee if needed.

You remain accountable to Ministers through your AP and should deliver the programme in the spirit of the values set out in the Civil Service Code and in accordance with the objectives and policy intent as set by Ministers.

In addition to your internal accountabilities as set out above, SROs for GMPP 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 programme.

It is crucial to specify that the Minister's responsibilities include both the development of policy options and the subsequent policy decisions. This distinction ensures that your accountability is confined to the proper implementation within the parameters outlined in this letter. More information on this is available to you in the guidance linked in **Annex 1**.

Time commitment and tenure

This role will require 90% of your time to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of the close of the programme, estimated to be end of March 2031, when the programme will be offboarded from GMPP and closure will be signed off by the Chief Project Delivery Officer within DBT. 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 departmental and NISTA consent.

Objectives and performance criteria

The vision of the programme is to deliver:

- **A 'New Deal' for Postmasters** targeting a £250m uplift in Postmaster Rem. by FY29/30
- **A digitally enabled business** with better equipped Postmasters and products attractive to a wider customer base

- **31% uplift in revenue by FY29/30** to £1,130m, mainly from BF4, new product launches and marketing
- **14% reduction in operating costs from FY24/25** levels mainly through Organisational Design and network efficiency
- Material increases in trading profit, **reversing recent history of losses and moving POL towards sustainability**
- Significantly reduced risk to DBT and a very **material decrease in funding needs compared to a counterfactual**
- **Stable and sustained delivery of DBT policy** driving significant economic and social benefits UK-wide

The programme objectives are to realise the outcomes above through delivery of transformational change to the Post Office through 5 key pillars, each of which entail delivery of numerous 'joined up' programmes and projects over the next 5 years:

1. **Strengthen our commercial and network offer**
2. **Ensure network operations are fit for purpose**
3. **Deliver a new operating model**
4. **Transform technology and data**
5. **Reset stakeholder relations**

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

- Ensure effective identification, quantification, and management of benefits throughout the programme to optimise benefits realisation.
- Ensure that the programme delivers to scope, on time and within budget.
- Ensure there is excellent engagement with the programme across DBT and the wider Post Office policy landscape.
- Ensure stakeholder management with colleagues outside of POL, including DBT, HMT, NISTA, Cabinet Office, and the Government Digital Service, is regular and timely, and that the programme maintains full strategic backing of Post Office management and Board; and
- Ensure, as far as is relevant, the programme supports the Government's net-zero objectives.

Extent and limit of accountability

Finance and Controls

Spending limits apply on the basis set out to Post Office within its delegated authority letter.¹² Where the programme exceeds both its own delegated authority and the Department's (as set by

¹ The delegation letter is being finalised as of the date of this letter.

HM Treasury), the Treasury Approvals Process (TAP) will apply. The details of each approval process must be agreed with HM Treasury spending team. You should consult departmental finance colleagues on how to go about this. **Annex 2** sets out the guidance link for TAP.

In line with Managing Public Money (MPM), 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 (via UKGI or the DBT Post Office Policy and Funding Team), who may in turn consult the relevant HM Treasury spending team.

The overall estimated budget, resourcing requirements and tolerances for your programme 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 always operate within the rules set out in Managing Public Money. In addition, you must be mindful of, and act in accordance with, the specific delegated limits relevant to the programme. As a public corporation, Post Office is out of scope of Cabinet Office Controls. However, you will engage with the Central Digital and Data Office (CDDO), NISTA and any other HMG professional functions as required by DBT or HMT as part of the TAP or other approvals processes. **Annex 2** sets out the guidance link for Managing Public Money.

Delegated authority

Subject to the authority of the Post Office board and the company's internal governance and approvals processes:

- You are authorised to approve expenditure to the agreed amount as set out in the Business Case, and as agreed by HM Treasury.
- You are authorised to agree programme rescheduling within a four-week tolerance period of agreed milestones but rescheduling beyond that must be escalated and agreed with the DBT Major Projects Portfolio team.
- You are also responsible for recommending to the DBT Senior Sponsor and Chief Project Delivery Officer the need to either pause or terminate the programme where necessary and in a timely manner.
- You will make formal approval decisions on key procurement documents. Procurements over £50m outside the ordinary course of business are subject to DBT Commercial Assurance and Approvals Group (CAAG) approval as set out in Post Office's delegation letter.
- You will keep DBT updated on progress via agreed reporting routes with the Major Projects Portfolio team, which will be escalated to Investment Committee (IC) as necessary.
- You will manage risks associated with the programme and you will proactively identify key SRO, AP and PAO issues and decision points that might arise in advance, to the extent it is feasible to do so.
- You will ensure that all spend that has a reputational risk in the individual or aggregate is both signed off appropriately and has had input from communications teams.

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 that you are unable to resolve, you are responsible for escalating these issues to the Senior Sponsor and DBT Major Projects Portfolio team (who will escalate to IC as necessary).

Appointments

You should appoint a full-time programme director to support you in the management of the programme 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 the programme, including the establishment of a programme board with appropriate membership and clear terms of reference.

As SRO, you must ensure that the programme secures Business Case approval from the relevant programme-management board including IC and TAP (including assurance from CDDO, NISTA, and other functions as necessary). You should also ensure that the programme 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 programme 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.

Unless agreed otherwise, you should ensure that an accounting-officer assessment under MPM is completed alongside the approval of the 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 AP and PAO any material changes in the programme which could require a new accounting-officer assessment to be completed and published. Guidance on Accounting Officer Assessments is set out in **Annex 2**.

Although you are directly accountable for the programme, you are also expected to support delivery of DBT'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 DBT Major Projects Portfolio team to manage dependencies, resources, schedules, and funding to support delivery of the overall transformation 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 within DBT and NISTA.

The following governance forums are in place to support with the delivery of the programme:

- Post Office Board: Overall oversight of POL BAU and transformation, key decisions on programme, funding approval for major programme spend items
- Post Office Transformation Committee: POL Board attended forum to review delivery progress of programme, consider funding requests up to £50m and make recommendations to Board
- Post Office Quarterly Shareholder Meeting (QSM): quarterly update on business progress, including programme status, deep dives into key initiatives or topics
- Post Office Transformation Steering Committee: POL executive steering and decision-making forum for programme delivery
- Post Office Investment Sub-Committee: POL executive steering and decision-making forum for programme funding and benefits realisation
- Stakeholder Transformation Steering Group: forum to report progress and updates to government stakeholders, and receive feedback
- Pillar Boards: Provide overall direction and steer across pillars
- Programme Boards: Monitor delivery of specific programmes within each pillar, scrutinising performance against milestones
- Project Boards: Monitor day-to-day delivery of specific projects against plan, milestones, budgets and targets, identifying and putting mitigations in place for risks and issues
- Consultative Council: POL sub-committee to review and discuss programme delivery progress and key decisions with delegated representation from Postmaster community (NFSP, VotP, CWU)
- DBT Investment Committee (IC): The IC meets eight times per year, is co-chaired by Director General Competition, Markets and Regulatory Reform Group Gavin Lambert and Director General Industrial Strategy Sam Lister and is comprised of Directors from across all DBT areas. IC makes key decisions around portfolio spend and provides delivery oversight of the Major Programmes Portfolio (MPP).

Programme status, reporting and transparency requirements.

The programme status at the date of your appointment is reflected in the most recent quarterly return on the programme to NISTA 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 programme to NISTA while it remains on the GMPP and for providing reports and information to the DBT Major Projects Portfolio team as part of the Major Programmes Portfolio (MPP), and other DBT stakeholders, as required by DBT (including as set out in relevant funding letters). As relevant to the programme, reporting should include carbon measurement, and other sustainable development goals demonstrating evidence that the project contributes to an overarching environmental strategy and is aligned with defined Net Zero pathways. Information on the programme will be published annually by NISTA.

Development and support

The Director General Business Group, Jaee Samant, is your Senior Sponsor for this programme. In that role you can expect them to offer you support, advice and oversight on our behalf. This should include help with escalating unresolved risks and issues to Post Office and DBT leadership where necessary, dealing with strategic blockers to delivery, and supporting you in obtaining the resources and support you need to execute your SRO responsibilities.

As SRO of a GMPP programme, you are required to complete the Major Projects Leadership Academy (MPLA), and you have agreed to enrol on a future cohort and have committed to enrol on SRO Fundamentals in the meantime. The Head of Profession for project delivery in DBT can provide further information on the application process. To widen experience and understanding of the role, SROs are also expected to become accredited assurance reviewers and to lead or participate in reviews for DBT, other government departments and the wider public sector as appropriate. Becoming an assurance reviewer and completing a review will form part of your time at the Major Projects Leadership Academy (MPLA). To maintain your accreditation, you will be required to participate in a review at least once every 12 months.

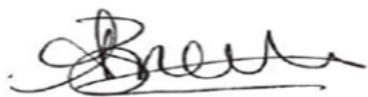
You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the department's Head of Profession for project delivery to discuss the maintenance and development of your delivery and leadership skills.

Following approval of the Business Case the Major Projects Portfolio team 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.

NISTA will be available to you for support, advice, and assurance throughout the programme's time on GMPP.

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

Yours sincerely,



Amanda Brooks
INTERIM PERMANENT
SECRETARY
Department for Business and
Trade



Karina Singh

Government Head of Profession for Project
Delivery and the Deputy Government Head
of Function

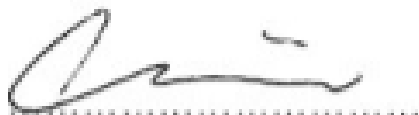
Neil Brocklehurst

Chief Executive Officer, Post Office Limited



CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the Post Office Strategic Transformation Plan including my personal accountability for implementation, as set out in the letter above.



Andy Nice

[04/09/2026]

Annex 1

SRO General Guidance

Guidance	Source
Osmotherly Rules	Giving Evidence to Select Committees - Guidance for Civil Servants
SRO Responsibilities (NISTA)	The role of the senior responsible owner
PD Standards	Government Functional Standard for Project Delivery

Annex 2

Funding Approvals Guidance

Funding Approvals Guidance
Treasury Approvals Process
Managing Public Money
Guidance on completing accounting-officer assessments