

DAVID WILLIAMS, CB



MINISTRY OF DEFENCE
FLOOR 5, ZONE D, MAIN BUILDING, WHITEHALL
LONDON SW1A 2HB

Telephone: 020 7218 7975
Fax: 020 7218 3048
E-mail: PUS-PrivateOffice@mod.gov.uk

PERMANENT SECRETARY

D/PUS/5/1/176

26 November 2021

CDRE CREE CBE
NAVY TRG HQ-ACOS
Sent electronically

Dear Andy,

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE ARMED FORCES
RECRUITING PROGRAMME – COMMODORE ANDY CREE CBE**

This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Armed Forces Recruiting Programme (AFRP). As SRO, you are personally accountable to me for delivering the programme and for the realisation of the expected benefits.

Director General Finance, with Vice Chief of Defence Staff, Chief Operating Officer and Deputy Chief of Defence Staff (Military Capability) as required, supported by the Defence Portfolio and Approvals Secretariat (DPAS), will routinely represent my interest in supporting and holding you to account as SRO, referring matters to the Defence Board as necessary.

Within Head Office and Corporate Services, the Chief of Defence People will represent my interests in formally holding you to account, referring matters to the People Committee and Executive Committee as necessary. If you encounter issues which cannot be resolved through these governance processes you should escalate them to me.

It is understood that, because of your other responsibilities, you will not be able to devote yourself to this role in a full time capacity. Having confirmed that you are able and willing to devote no less than 50 per cent of your time as SRO, I am content that adequate arrangements are in place to ensure that you are able to deliver against the responsibilities of SRO for this 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). 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. As AFRP has entered the Assessment phase, this

means that from the date of signing this letter you will be held personally accountable for delivery and could be called by Select Committees.

The specific details of the AFRP are contained in the Programme Mandate and approved business cases. These describe the required outcomes the programme is to deliver and the benefits that are to be realised as a result.

The role and responsibilities of an SRO, as well as the relationship with Top Level Budget (TLB) holders, are explained in the Department's Policy and Guidance for SROs, which will be updated periodically. You should follow the guidance in that document. You are also to make yourself aware of the Cabinet Office (Infrastructure and Projects Authority (IPA)) requirements which will require your personal engagement. IPA's 'The role of the senior responsible owner' guidance document is at Annex A. Clarification on the guidance and IPA requirements can be provided by Director General Finance and DPAS.

As SRO you are to develop, maintain, and communicate the vision of the programme to all stakeholders. Key stakeholders, particularly in other TLBs with which the programme has inter-dependencies, are to be identified and engaged with throughout the life of the programme. You are to ensure, through leading and guiding the programme, that it delivers coherent capability through the achievement of its strategic outcome and the realisation of benefits in line with the approved programme mandate and business cases.

You are to ensure the on-going viability of the programme. In doing so you are to champion the programme to secure the resources necessary to run the programme and for the related transition activities required in realising the intended benefits. Where you have formal financial delegated authority (governed in MOD through separate mechanisms to SRO appointment), you are responsible for strict adherence to the terms of your delegated authority.

You are responsible for submitting business cases and reports as appropriate to the Investment Approvals Committee. In doing so, you will monitor the programme's status, its forecast timescales, costs and benefits, and key risks and dependencies. You are to report issues (including any likelihood of exceeding approved tolerances) openly and transparently.

You are to pay particular attention to ensuring the effectiveness of the governance, assurance, and programme management arrangements that you establish and maintain 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 IPA and DPAS. This must include:

- Appointing, chairing and setting priorities for the Programme Board.
- Ensuring the effectiveness and performance of the programme organisation.
- Ensuring appropriate assurance is in place including the commissioning of assurance and audit reviews.
- Providing reports as required to DPAS.

It is noted that you are enrolled on the current MPLA cohort. To widen their experience and understanding of their role, SROs are expected to become accredited Project Assurance reviewers and to lead or participate in such reviews for other Government departments, the wider public sector or other areas of the MOD as appropriate. You should arrange through DPAS to become an accredited reviewer, and as such you will be required to participate in such reviews at least once every 12-18 months to maintain your accreditation.

The Programme Status, including the available budget, at the date of your appointment is reflected in the most recent quarterly report on the programme to the IPA. Information on programme status and progress is published annually by the IPA. This is the publicly agreed position as you assume formal ownership of the programme.

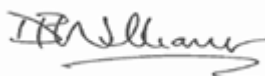
You should note that an SRO should remain in place throughout the programme, or be replaced only when a distinct phase of delivery is completed. It is anticipated that you will remain SRO for Armed Forces Recruitment Programme until an approved successor is in place. I am also advised that the 1st Sea Lord has confirmed the Royal Navy will support your tenure toward successful delivery of this programme. As such it is expected that you will be responsible for achieving the following programme milestones, outcomes and/or benefits unless formally amended or replaced in agreement with the IAC:

- Full Business Case for IAC approval Summer 2023
- Initial Operating Capability/In-Service Date 1 Apr 2024
- Full tS digital solution Jan 2025
- Full Operating Capability 31 Mar 2025
- Programme close down including benefits mapping toward benefits realisation Oct 2025

You should ensure that you notify the Head of DPAS in good time of your departure and of any proposed transfer of your SRO role to a future SRO. A full plan for the handover of this and your other responsibilities will be assisted by the Army and Royal Navy Portfolio Offices.

As per the IPA's requirements, this appointment letter and your name will be published.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D Williams', with a horizontal line underneath.

DAVID WILLIAMS

Appointment approved by:

Rt Hon Ben Wallace MP, Secretary of State, Ministry of Defence: 18 Nov 2021

Nick Smallwood, Chief Executive, Infrastructure and Projects Authority: 24 Jun 2021

Annex:

A. [The role of the senior responsible owner](#)