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CGS/05/03/01

Major General M J Gaunt
Director Support
Army Headquarters
Blenheim Building
Marlborough Lines
Andover, SP11 8HJ

27 February 2016

Dear Mark,

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE ARMoured CAVALRY 2025
AND ARMoured INFANTRY 2026 PROGRAMMES – MAJOR GENERAL M J GAUNT**

1. This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Armoured Cavalry 2025 and Armoured Infantry 2026 Programmes. As SRO, you are personally accountable to me for delivering the programme and for the realisation of the expected benefits.
2. Director General Finance (with the Vice-Chief of the Defence Staff and the Deputy Chief of the Defence Staff (Military Capability) as required, supported by the Defence Portfolio and Approvals Secretariat (DP&AS)) will routinely represent the Permanent Secretary's interest in supporting and holding you to account as SRO, referring matters to the Defence Board or Permanent Secretary as necessary.
3. As the Army Top Level Budget (TLB) holder I will support and hold you to account as SRO through the Army Portfolio governance structures, with D Capability and D Resources. If you encounter issues, which cannot be resolved through the Capability governance processes, you are to escalate them to me. As both programmes are in the Defence Major Programmes Portfolio (DMPP), you are to ensure that Director Capability, Director Resources and the Army Portfolio Office are informed of your DMPP reporting requirements in order that they can support you appropriately.
4. 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. However, you have confirmed that you are able and willing to devote no less than 30 per cent of your time to being the Senior Responsible Owner for these programmes.
5. 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 both Armoured Cavalry 2025 and Armoured Infantry 2026 are in implementation, in your case this means

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

6. The specific details of the programmes are contained in the programme mandates and subsequent approved business cases. These describe the required outcomes the programmes will deliver and the benefits that are to be realised as a result. The aim of Armoured Cavalry 2025 is to deliver by 2025, a programme of change to the Armoured Cavalry capability that will enable it to provide the core of the Army's two new STRIKE brigades. Similarly, the aim of Armoured Infantry 2026 is to deliver by 2026, an integrated Armoured Infantry capability able to operate successfully in the most complex and demanding operational environments.

7. The role and responsibilities of an SRO, as well as the relationship with Top Level Budget holders, are explained in the Department's SRO Policy, which will be updated periodically. You should follow the guidance in that document. You are also to make yourself aware of the Infrastructure and Projects Authority (IPA) requirements which will require your personal engagement. Clarification on the guidance and IPA requirements can be provided by DG Finance and DP&AS.

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

9. You are to ensure the ongoing viability of the programmes. In doing so you are to champion the programmes to secure the resources necessary to run them and for the related transition activities required to realise 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.

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

11. You should pay particular attention to ensuring the effectiveness of the governance, assurance and programme management arrangements that you will establish and maintain throughout the life of the programmes. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office (Efficiency and Reform Group) and DP&AS. This must include:

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

12. 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 DP&AS 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.

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13. The status of the programmes, including the available budget, at the date of your appointment is reflected in the most recent quarterly reports on the programmes 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.

14. Finally, 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 Armoured Cavalry 2025 and Armoured Infantry 2026 for the duration of your tenure, scheduled to end in April 2018. During your tenure it is expected that you will be responsible for achieving the following programme milestones:

Programme	Date	Milestone
Armoured Infantry	June 2016	Qualification & Verification Test Readiness Review
Armoured Cavalry	May 2016	Virtual Experimentation Programme complete
Armoured Cavalry	June 2017	Validation and Verification Trials complete
Armoured Cavalry	October 2017	First AJAX delivered to Army
Armoured Cavalry	April 2018	Reliability and Growth Trials

15. You should ensure that you notify the Head of DP&AS in good time of your departure and of any proposed transfer of your SRO role to a future SRO. You will remain as SRO until notified otherwise in writing by DP&AS; your SRO-ship will not (as a rule; exceptions to be agreed by DG Finance) automatically cease upon a change of post but when your successor is formally appointed.

16. As per the Cabinet Office guidance on Giving Evidence to Select Committees (October 2014) this appointment letter and your name will be published.

Yours sincerely
Nick

Appointment approved by:

Rt Hon Michael Fallon, Secretary of State, Ministry of Defence: 20/01/2016

Jon Thompson, Permanent Secretary, Ministry of Defence: 22/01/2016

Tony Meggs, Chief Executive, Infrastructure and Projects Authority: 08/01/2016