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PERMANENT UNDER-SECRETARY OF STATE

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9 December 2014

Dear Leo,

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE NEXT GENERATION
ESTATE CONTRACTS PROGRAMME**

This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Next Generation Estate Contracts (NGEC) programme.

As SRO, you are personally accountable to me for delivering the programme and for the realisation of the expected benefits.

DG Fin (with VCDS, DG HO&CS and/or DCDS Mil Cap as required, supported by the Defence Portfolio and Approval Secretariat (DP&AS)) will routinely represent my interest in supporting and holding you to account as SRO, referring matters to the Head Office Management Group, the Defence Board or me as necessary. If you encounter issues which cannot be resolved through these governance processes you should escalate them to me.

The role and responsibilities of an SRO, as well as the relationship with Top Level Budget (TLB) holders and Process Owners, 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 Major Projects Authority (MPA) requirements which will require your personal engagement. Clarification on the guidance and MPA requirements can be provided by DG Fin and the DP&AS.

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 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 approved business cases.

You are to ensure the ongoing 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 to realise the intended benefits.

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 programme. 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:

- 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.

You are responsible for providing reports as required to the DP&AS and 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 and report issues (including any likelihood of exceeding approved tolerances) openly and transparently.

Ordinarily SROs are required to attend the Major Projects Leadership Academy (MPLA), but noting your experience in delivering significant programmes this is not a pre-requisite for you taking on the NGEN SROship. Should you take on other SRO roles in future or on discussion with the MPA we may wish to reconsider whether MPLA attendance might benefit you. The Defence Academy College of Management and Technology (DA-CMT) SRO training programme is also available and you should take advantage of that. DA-CMT will contact you with details of this training.

To widen their experience and understanding of their role, SROs are encouraged to become accredited OGC Gateway 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.

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 Next Generation Estate Contracts until the end of the programme. During your tenure it is expected that you will be responsible for achieving the following programme milestones, outcomes and/or benefits:

	Delivery Date
Tranche 1 In Service Date	November 2014
Tranche 2 In Service Date	February 2015
Regional Framework SW Contract Award	October 2015
Regional Framework SE Contract Award	October 2015
Programme closure	by May 2016

Should for any reason your tenure end before programme closure, 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.

Yours sincerely,



Jon Thompson