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Da. Gaunt

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE ARMOUR (MBT) 2025 PROGRAMME - MAJOR GENERAL M J GAUNT

1. This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Armour (MBT) 2025 Programme. 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 Top Level Budget (TLB) holder I will support and hold you to account as SRO through the Army Portfolio governance structures, with Director Capability (D Cap) and Director Resources (D Resources). If you encounter issues which cannot be resolved through these governance processes you should escalate them to me. As the programme is in the Defence Major Programmes Portfolio (DMPP), you are to ensure that D Cap, D Resources and the Army Portfolio Office are informed of your DMPP reporting requirements in order that they can appropriately support you.
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 20 per cent of your time to being the Senior Responsible Owner for this programme.
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 Armour (MBT) 2025 is in implementation, in your case this means that from the date of signature of this letter you will be held personally accountable for delivery and could be called by Select Committees.

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6. The specific details of the programme are contained in the programme mandate and subsequent approved business case. These describe the required outcomes the programme will deliver and the benefits that are to be realised as a result. The aim of Armour MBT 2025 is, through a series of projects, to examine value for money options to deliver MBT Capability from 2025 to 2035. Concurrently the programme will develop choices for what might provide the capability beyond 2035.
7. The role and responsibilities of an SRO, as well as the relationships with Top Level Budget Holders, are explained in the Department's SRO Policy, which will be updated periodically. You should follow the guidance in the 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 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.
9. 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 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 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.
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 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:
 - 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. In order to ensure that you are best able to discharge your SRO role and responsibilities, you will be required (except in certain circumstances where the investment might not be justified) to attend the Major Projects Leadership Academy. You should discuss the requirement at the earliest opportunity with DP&AS.
13. 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

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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.

14. 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 MPA. Information on programme status and progress is published annually by the MPA. This is the publicly agreed position as you assume formal ownership of the programme.

15. 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 Armour (MBT) 2025 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, outcomes and/or benefits:

- a. August 2016: Assessment Phase Contractor Downselect.
- b. October 2016: Assessment Phase Contract Award.
- c. April 2018: CR2 Soft Kill Defensive Aid System fielding decision.
- d. Quarter 2 of 2019/2: Set the conditions for successful achievement of Main Gate.

16. 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.

17. This appointment letter and your name will be published in line with Cabinet Office guidance on Giving Evidence to Select Committees (October 2014) and you should know that your appointment has been approved by Tony Meggs, Chief Executive the Major Projects Authority on 28 July 2016.

Yours sincerely,

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