

D/PUS/5/1 (499)

16 June 2017

Dear Richard

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE ARMED FORCES
PEOPLE PROGRAMME**

1. This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Armed Forces People Programme (AFPP). 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 Director General Head Office and Commissioning Services 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 Executive Committee (ExCo), 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.
3. 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. I also understand that you have the support of a Programme Director and a dedicated 1* Programme Manager who is 100% engaged on this programme, and is also supported by a full time Programme Management Office.
4. 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.
5. As AFPP is in policy development, in your case this means that you will not yet be held personally accountable for delivery and can not be called by Select Committees. DPAS will notify you of the point at which AFPP moves into implementation; if this is during your tenure you will from that point be personally accountable to Parliament.
6. One of your first tasks is to develop and submit for my agreement through DPAS the programme mandate. This should be achieved by end June 2017.
7. The role and responsibilities of an SRO, as well as the relationship with Top Level Budget (TLB) 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 DPAS.

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 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. 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 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.

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 (MPLA). I understand that you have undertaken the Orchestrating Major Projects training in place of the MPLA and this requirement is therefore waived.

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 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.

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 AFPP for the duration of your tenure, scheduled to last until at least Spring of 2019. During your tenure it is expected that you will be responsible for achieving the following programme milestones, outcomes and/or benefits:

- Future Accommodation Model Main Gate Business Case – July 2017
- EA Initial Gate – March 2018
- New Joiner Offer Go Live – April 2019
- Flexible Engagements System In Service Date – April 2019

15. 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. You will remain as SRO until notified otherwise in writing by DPAS; 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



Stephen Lovegrove

Appointment approved by:

Rt Hon Michael Fallon, Secretary of State, Ministry of Defence: 2 June 2017

Tony Meggs, Chief Executive, Infrastructure and Projects Authority: 24 May 2017