

Admiral Sir Philip Jones KCB ADC



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5 September 2017

Aed Jim,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE MARS FLEET SOLID SUPPORT PROGRAMME

This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Military Afloat Reach & Sustainability (MARS) Fleet Solid Support (FSS) Programme. As SRO, you are personally accountable to me via the Second Sea Lord for both delivering the programme and for the realisation of the expected benefits.

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. Within Navy Command, you will be required to adhere to the extant Portfolio, Programme and Project Management Assurance Policy. If you encounter issues which cannot be resolved through these governance processes you should escalate them to me.

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.

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 20 per cent of your time to being the 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.

The specific details of the FSS Programme are contained in the programme mandate. This describes in detail the required outcomes the programme is to deliver and the benefits that are to be realised as a result. Financial delegations for the delivery of the programme will be agreed with DG Finance and Finance Director (Navy).

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.

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. 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 should pay particular attention to ensuring the effectiveness of the governance 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 Infrastructure and Projects Authority, 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; and
- Providing reports as required to DP&AS

You are responsible for submitting business cases, review notes 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, its key risks and dependencies, and report issues (including any likelihood of exceeding approved tolerances) openly and transparently.

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 the FSS Programme for the duration of your tenure, scheduled to continue until December 2019. During your tenure it is expected that you will achieve Main Gate as a critical milestone of the FSS Programme. The next defined major

programme milestone is commencement of the competition phase for MARS FSS procurement contract by 31 April 18.

Below are the current early major milestone dates and headmarks which should provide you with authoritative direction.

Milestone/Headmark	Target Date
FSS Engineering & Project Support on contract	June 2017
Pre-Qualifying Questionnaire	Early 2018
Commence International Competition Phase	30 Apr 2018
Achieve Main Gate Approval	31 Dec 2019

In order to ensure that you are best able to discharge your SRO role and responsibilities for a programme on GMPP, you will be required to attend the Major Projects Leadership Academy (MPLA). You should discuss the requirement at the earliest opportunity with DP&AS and the training can be arranged through the Navy Command Centre of Excellence.

To widen their experience and understanding of their role, SROs are expected to lead or participate in project and programme reviews for other Government departments, the wider public sector or other areas of the MOD as appropriate. You can arrange, through the Navy Command Portfolio Office, to become an accredited reviewer, and as such you are required to participate in such reviews at least once every 12-18 months to maintain your accreditation.

Finally, you are responsible for ensuring that the programme is formally handed over to your successor at the end of your appointment. You should ensure that you notify DP&AS in good time of your departure and of the transfer of the role of SRO to your successor. 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.



Sir Philip Jones KCB ADC
Admiral
First Sea Lord



Tony Meggs
Chief Executive Officer
Infrastructure and Projects Authority