



ARMY

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APfO/Portfolio Management/Governance/733

Brigadier Michael S Dooley MBE
Head Information Exploitation
Army Headquarters
Blenheim Building
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27th June 2018

Dear Mike,

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE WATCHKEEPER
PROGRAMME – BRIGADIER MICHAEL S DOOLEY**

1. This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Watchkeeper 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. 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.
4. The specific details of the Watchkeeper Programme are contained in the Programme Mandate and any subsequently approved business cases. This describes the required outcomes the programme is to deliver and the benefits that are to be realised as a result. In summary, the aim of Watchkeeper is a flexible, 24-hour Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) capability working primarily within the Land environment but in the context of joint operations, filling a key gap in the Land Manoeuvre Commander's integral ISTAR capability and contributing to Information Superiority.
5. 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 Senior Responsible Owner for the programme.
6. The role and responsibilities of a SRO, as well as the relationship with Top Level Budget (TLB) holders, are explained in the Department's Policy and Guidance for SROs¹, which will be updated periodically. You are to follow the guidance in that document. You are also to make

¹ Department Policy and Guidance for SROs . [Link](#).

yourself aware of the Army Portfolio Management Framework which forms part of the Army Operating Model, and the Army Capability Management Handbook. Clarification on the guidance requirements can be provided by the Army Portfolio Office.

7. 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 with 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.
8. You are responsible for ensuring a comprehensive approach to safety management within the programme, including close liaison with the appropriate regulatory authorities and in-service duty holder(s).
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 in realising 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 Army Investment Committee. In doing so, you will monitor the programme's status, its forecast timescales, costs and benefits and key risks and dependencies. You are to report issues (including any likelihood of exceeding approved tolerances) openly and transparently.
11. You are to pay particular attention to ensuring the effectiveness of the governance, assurance and programme management arrangements that you establish and maintain throughout the life of the programme. You are to adopt best practice in line with guidance published by the Army Portfolio Office and be prepared to justify any deviation from it. This must include: appointing, chairing and setting priorities for the Programme Board; ensuring the effectiveness and performance of the programme organisation; and ensuring appropriate assurance is in place including the commissioning of assurance and audit reviews.
12. You are to note that a SRO is to 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 Watchkeeper Programme for the duration of your appointment scheduled to end in March 2021. During your tenure it is expected that you will be responsible for achieving Full Operating Capability 1 and 2 for Watchkeeper and its transition to Business as Usual. 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.
13. As per the IPA's requirements, this appointment letter and your name will be published.

Yours sincerely,

Mark Carleton-Smith

Appointment approved by:

Rt Hon Gavin Williamson CBE, Secretary of State, Ministry of Defence: **24 May 2018**

Stephen Lovegrove, Permanent Secretary, Ministry of Defence: **22 May 2018**

Tony Meggs, Chief Executive, Infrastructure and Projects Authority: **13 Apr 2018**