



PERMANENT SECRETARY

D/PUS/5/1(175)

01 October 2020

Martyn Williams, ChPP CEng
Head Integrate
Sent electronically

Dear Martyn,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE MECHANISED INFANTRY PROGRAMME

This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Mechanised Infantry Programme. You are to ensure the on-going viability of the programme and have full responsibility for its delivery and for the manpower resources for delivering its outputs. In doing so you are as SRO, personally accountable to me for delivering the programme and for the realisation of the expected benefits.

Director General Finance (with the Vice-Chief of the Defence Staff, the Deputy Chief of the Defence Staff (Military Capability) and Chief Operating Officer 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.

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. However, you have confirmed that you are able and willing to devote no less than 25 per cent of your time to being Senior Responsible Owner for the MechInf Programme. This is alongside your core role heading up the programme teams for Army's equipment modernisation programmes, including providing support and oversight to other GMPP/DMPP programmes.

The specific details of the Mechanised Infantry Programme are contained in the Programme Mandate and any approved business cases. This describes the required outcomes the programme is to deliver and the benefits that are to be realised as a result.

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 SROs, which will be updated periodically. You are to follow the guidance in that document. You are also to make yourself aware of the Cabinet Office (Infrastructure and Projects Authority (IPA) requirements which will require your personal engagement. IPA's 'The role of the senior responsible owner' guidance document is at Annex A. Clarification on the guidance and IPA requirements can be provided by the Army Portfolio Office in the first instance and DG Finance and DPAS.

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.

You are responsible for ensuring a comprehensive approach to safety management within the programme, including close liaison with the appropriate regulatory authorities and inservice duty holder(s).

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.

You are responsible for submitting business cases and reports as appropriate to the Army Investment Committee and Investment Approvals 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.

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 should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the IPA 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.

It is noted that you are an alumni of the Major Projects Leadership Academy and an accredited OGC GatewayTM reviewer having participated in independent reviews of major Government projects for other Government departments, the wider public sector, or other areas of the MOD as appropriate. You will be required to participate in such reviews

at least once every 12-18 months to maintain your accreditation and to ensure a wider awareness of cross-government programmes.

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

You are to note that an 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 Mechanised Infantry Programme for the duration of your appointment as Head Integrate. During your tenure it is expected that the SRO will be responsible for achieving the following programme milestones outcomes and/or benefits unless formally amended or replaced in agreement with the IAC:

- a. Initiation of a Mech Inf Mission Systems Project - by Jul 2020
- b. Submission of the MIV Infra OBC to AIC by Mar 2021, Approval expected May 2021
- c. Critical Design Review - by [REDACTED]
- d. Submission of MIV Infra FBC to AIC by Oct 2022, Approval expected Dec 2022
- e. Prototype vehicle delivery - by [REDACTED]
- f. 1st vehicle delivery – by [REDACTED]
- g. Equipment Delivery Date (EDD) 1 – by [REDACTED]
- h. Ready for Training Date - by [REDACTED]
- i. Mech Inf Coy for STRIKE Battle Group (BG) IOC – by [REDACTED]

At the conclusion of your tenure as Head Integrate, a full plan for the handover of this and your other programme responsibilities will be made by the Army Portfolio Office. Your SRO responsibilities will not automatically cease upon a change of post. 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.

As per the IPA's requirements, this appointment letter and your name will be published.

Yours sincerely,



STEPHEN LOVEGROVE

Appointment approved by:

Rt Hon Ben Wallace MP, Secretary of State, Ministry of Defence: 30 Sep 2020

Nick Smallwood, Chief Executive, Infrastructure and Projects Authority: 9 Sep 2020

Annex:

A. The role of the senior responsible owner (IPA document dated 16 July 2019).