



First Sea Lord and Chief of Naval Staff
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CNS/1/6/12

Mr Matthew S Harrison OBE
Director Naval Support
Naval Command Headquarters
Whale Island
Portsmouth
PO2 8BY

24 September 2018

Dear Matt,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE SURFACE SHIP SUPPORT PROGRAMME

This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Surface Ship Support Programme (SSSP). As SRO, you are personally accountable to me for delivering the programme and for the realisation of the expected benefits.

Director General (DG) Finance (with Vice Chief of Defence Staff (VCDS), Chief Operating Officer (COO) and/or Deputy Chief of Defence Staff (Military Capability) (DCDS (MilCap)) as required, supported by the Defence Portfolio and Approvals Secretariat (DP&AS)) will routinely represent Permanent Secretary's interest in supporting and holding you to account as SRO, referring matters to the Defence Board or Permanent Secretary's as necessary. Within Navy Command Headquarters, the Second Sea Lord will represent my interest in formally holding you to account, referring matters to the Navy Command Operating Board and Navy Board as necessary. If you encounter issues which cannot be resolved through these governance processes you should escalate them to me.

It is understood that, because of your other responsibilities, you will not be able to devote yourself in this role in a full-time capacity. Having confirmed that you are able and willing to devote no less than 10 per cent of your time as 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.

As SSSP 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.

The role and responsibilities of an 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 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 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.

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 (Infrastructure and Projects Authority (IPA)¹) 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.
- Providing reports as required to DP&AS.

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.

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 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.

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 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 SSSP until properly relieved. During your tenure it is expected that you will be responsible for achieving the following programme milestones, outcomes and/or benefits:

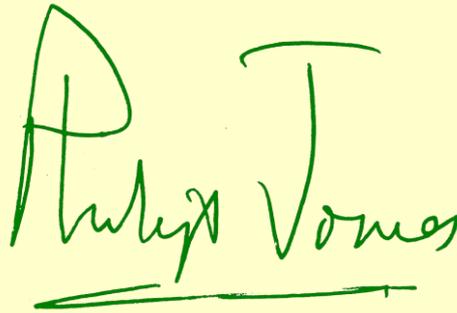
- Maturity level 2 for Centre of Excellence - 31 October 2018.
- One Star full operational capability (FOC) Conditions Review - 14 December 2018.
- FOC stretch target - 31 January 2019.
- FOC hard target - 19 March 2019.

¹ Formerly the Office of Government Commerce.

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,

A handwritten signature in black ink that reads "Philip Jones". The signature is written in a cursive style with a large initial "P" and "J". Below the signature is a horizontal line.

First Sea Lord

Appointment approved by:

Stephen Lovegrove, Permanent Secretary, Ministry of Defence: **30 August 2018**