

STEPHEN LOVEGROVE



Ministry
of Defence

PERMANENT SECRETARY

MINISTRY OF DEFENCE
FLOOR 5, ZONE D, MAIN BUILDING, WHITEHALL
LONDON SW1A 2HB

Telephone: 020-7218 7975
Fax: 020-7218 3048
E-mail: PUS-PrivateOffice@mod.gov.uk

D/PUS/5/1(11)

21 January 2018

Dr Paul Hollinshead
SRO Nuclear Warhead Capability Sustainment Programme
Sent electronically

Dear Paul,

**REAPPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR NUCLEAR WARHEAD
CAPABILITY SUSTAINMENT PROGRAMME**

This letter confirms your re-appointment as the Senior Responsible Owner (SRO) for the Nuclear Warhead Capability Sustainment Programme (NWCSP). As SRO, you remain 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, the Chief Operating Officer and/or Deputy Chief of Defence Staff (Military Capability) as required, supported by the Defence Portfolio and Approvals Secretariat (DP&AS), will routinely represent my interest in supporting and holding you to account as SRO, referring matters to the Head Office Management Group and/or 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.

It is understood that DG Nuclear has confirmed that you continue to be able to devote yourself in this role in a full-time capacity dedicating 100 per cent of your time as SRO and Director Warhead. I am content that adequate arrangements are in place to ensure that you can deliver against the responsibilities of SRO for NWCSP and those of Director Warhead.

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.

As NWCSP is in implementation, in your case this means that from the date of signature of this letter you will continue to be held personally accountable for delivery and could be called by Select Committees.

The specific details of the NWCSP are contained in the programme's approved business case. These describe the required outcomes the programme is to deliver and the benefits that are to be realised as a result.

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. You are also to make yourself aware of the Infrastructure and Projects Authority (IPA) requirements which will require your personal engagement. IPA's 'Key Project Delivery Roles' guidance document is at Annex A. Clarification on the guidance and IPA requirements can be provided by DG Finance and DP&AS.

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 (IPA¹) 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.

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 a number of major Government projects outside the MOD. As such you will be required to participate in such reviews at least once every 12-18 months to maintain your accreditation.

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 duration of your tenure, until around April 2023. During your tenure, it is expected that you will be responsible for achieving the following programme milestones, outcomes and/or benefits:

- Complete the transition from Mk4 to Mk4A. The date by which this needs to be achieved is in line with the programme imperatives and classified SECRET.
- Complete MENSA infrastructure and commissioning by the end of 2023.
- Deliver the TEUTATES capability in France in line with the Treaty (2022) or as agreed by the UK/France Senior Level Group².
- Initiate planning for a Replacement Warhead Programme [REDACTED] [REDACTED]³ which will inform a UK investment decision, [REDACTED]

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.

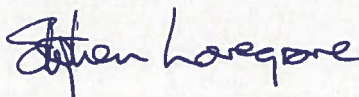
¹ Formerly the Office of Government Commerce

² UK SLG co-chair is the National Security Advisor

³ A Government decision to develop a replacement warhead will be required prior to a main gate investment decision

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

Yours sincerely,



STEPHEN LOVEGROVE

Appointment approved by:

Rt Hon Gavin Williamson CBE, Secretary of State, Ministry of Defence: **15 Jan 2019**

Tony Meggs, Chief Executive, Infrastructure and Projects Authority: **30 Nov 2018**

Annex:

A. A SRO's Guide to the Key Project Delivery Roles (IPA document dated 29 Sep 2017).