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CNS/1/2/2

Rear Admiral Paul Marshall
Navy Ships Acq - SRO
Naval Command Headquarters
Whale Island
Portsmouth
PO2 8BY

Jul 2019

Dear Tex,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE TYPE 31E PROGRAMME

This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Type 31e Programme (T31e). 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, Chief Operating Officer and/or Deputy Chief of Defence Staff (Military Capability) as required, supported by the Defence Portfolio and Approvals Secretariat (DPAS) 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 Executive Committee 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 to this role in a full time capacity. Having confirmed that you are able and willing to devote no less than 30 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.

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 T31e is in the Competitive Design Phase, in your case this means that from the date of signature of this letter you will be held personally accountable for delivery and could be called by Select Committees.

The specific details of T31e will be contained in the programme's approved business cases. These will describe the required outcomes the programme is due 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 Cabinet Office (Infrastructure and Projects Authority (IPA)¹ 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 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 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 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.

¹ Formerly the Office of Government Commerce.

As an accredited OGC Gateway™ project assurance reviewer you are required to lead or participate in such 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.

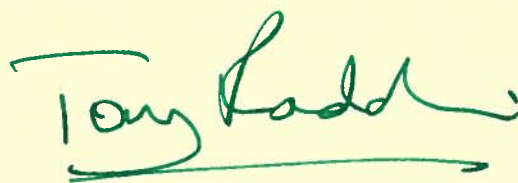
You should note that an SRO should remain in place throughout the programme, or be replaced only when a distinct phase of delivery is completed. It is anticipated that you will remain SRO for T31e until an approved successor is in place. During your tenure it is expected that you will be responsible for achieving the following programme milestones, outcomes and/or benefits unless formally amended or replaced in agreement with the IAC:

- Receive tender responses from competing Bidders - 24 June 2019.
- Achieve down selection of a preferred bidder - 31 October 2019.
- Achieve Main Gate Business Case submission – 30 November 2019.
- Achieve contract award for the T31e Design and Build Phase - 31 December 2019

You should ensure that you notify the Head of DPAS 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 DPAS; 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 blue ink that reads "Tony Radd". The signature is written in a cursive style with a long horizontal stroke at the bottom.

First Sea Lord

Appointment approved by:

Rt Hon Penny Mordaunt MP, Secretary of State, Ministry of Defence: **4 July 2019**

Stephen Lovegrove, Permanent Secretary, Ministry of Defence: **14 June 2019**

Matthew Vickerstaff, Chief Executive, Infrastructure and Projects Authority: **12 June 2019**

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Annex:

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