



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

PERMANENT SECRETARY

D/PUS(131)  
**Sherin Aminossehe**  
**Director Infrastructure**  
*Sent electronically*

28 July 2020

Dear Sherin,

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE DEFENCE ESTATE  
OPTIMISATION (DEO) PROGRAMME**

This letter confirms your appointment as the Senior Responsible Owner (SRO) for the Defence Estate Optimisation (DEO) Programme. As SRO, you are 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 (DPAS)) will routinely represent my interest in supporting and holding you to account as SRO. 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. However, you have confirmed that you are able and willing to devote no less than 35 per cent of your time to being SRO for the programme. I am content that adequate arrangements are in place to ensure you are able to deliver against the responsibilities of SRO for this programme. I understand that you have a dedicated Programme Director who is engaged 100% on this programme, and is also supported by a full time Programme Management Office.

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 the Defence Estate Optimisation (DEO) Programme is in the set-up phase, in your case this means that from the date of signature

of this letter you will be held personally accountable for transition to the new recruitment regime and could be called by Select Committees.

The specific details of the Defence Estate Optimisation (DEO) Programme are contained in the Programme Mandate and approved business cases. 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 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)) 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 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 throughout the life of the programme. You are to ensure, through leading and guiding the programme, that it delivers coherent results through the achievement of its strategic outcome and the realisation of benefits in line with the approved programme mandate and business cases.

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 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.

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 Defence Estate Optimisation (DEO) Programme 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:

- Joint Bands Portsmouth - FBC Approved - Forecast Date: Sept-2020
- Joint Bands Portsmouth - Construction Start - Forecast Date: Jan-2021
- AIR Linton-on-Ouse Assessment Study Start - Forecast Date: Oct-2020
- Generated Force - Sir John Moore Barracks - Assessment Study Complete - Forecast Date: Oct-2020
- Generated Force - Leuchars Station (LEUC.3) - Assessment Study Complete - Forecast Date: Nov-2020
- DIO HQ - Construction Complete - Forecast Date: Dec-2020
- Navy RMEC - OBC Submitted - Forecast Date: Feb 2021
- VGS Relocation - Robertson Barracks, Swanton Morley - OBC Approval - Forecast Date: Feb-2021
- Logistics South - OBC Submitted - Forecast Date: Mar-2021
- Generated Force - Fingringhoe Ranges - FBC Approval - Forecast Date: Jun2021
- Generated Force - Catterick Garrison - Various OBC's Approved - Forecast Date: Jan-2022

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. A full plan for the handover of this and your other programme responsibilities will be assisted by the Portfolio Office. 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,



**STEPHEN LOVEGROVE**

Appointment approved by:

Rt Hon Ben Wallace MP, Secretary of State, Ministry of Defence: 28 July 20

Nick Smallwood, Chief Executive, Infrastructure and Projects Authority: 26 June 20

Annex:

A. Link to [the role of the senior responsible owner](#)