



Department for Transport

From the Permanent Secretary

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Infrastructure and Projects Authority

From the Chief Executive

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Maritime & Coastguard Agency

From the Chief Executive

Brian Johnson
Spring Place, 105 Commercial Rd
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SO15 1EG

24 May 2021

To: Damien Oliver

Appointment as Senior Responsible Owner (SRO) for the Second-Generation Search and Rescue Aviation programme (UKSAR2G)

We are pleased to confirm your appointment as Senior Responsible Owner (SRO) of the Second-Generation Search and Rescue Aviation Programme (UKSAR2G) with effect from 16 December 2019, directly accountable to the Maritime & Coastguard Agency (MCA) Chief Executive and the Department for Transport (DfT). This will be a full-time role. This will be combined with your wider management and leadership responsibilities within the Agency.

Regular conversations with the DfT Permanent Secretary, the relevant DfT Director General and the MCA Chief Executive will take place to ensure an appropriate balance is maintained across your portfolio of activities and that you receive support as needed to carry out your responsibilities. This will take place as a minimum annually but may be more frequently with agreement.

As SRO you have responsibility for delivery of the programme and securing appropriate internal resources to manage these activities. This includes:

- Objectives and policy intent;
- Securing and protecting its vision;
- Ensuring that it is governed responsibly, reported honestly, escalated appropriately;
- Identifying and managing risks and issues, as well as coordinating prevention and mitigation where appropriate;
- Leading on resolving integration issues that interact with your programme;
- Identification, quantification, and management of the agreed programme benefits, as well as successful delivery of any benefits due to be realised during the life of the programme. You will also ensure that a plan, with appropriate budget and resources, for the ongoing management and realisation of benefits is in place for after programme closure; and
- Ensuring a plan is in place for the closure of the programme at the appropriate time. This should include transfer of Business As Usual activities to the MCA and capture and dissemination of appropriate lessons.

Like all civil servants, you remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the programme in accordance with the objectives and policy intent as set by Ministers. Where you are asked to undertake a course of action by Ministers which is contrary to your own or others' professional advice and puts outcomes or value for money at risk, you should – if you judge it necessary – discuss with the principal accounting officer what escalation is

appropriate. In circumstances where the action may be inconsistent with [Managing Public Money \(MPM\)](#), this may include consideration of whether Ministerial direction is required.

In addition to your internal responsibilities, you should also be aware that SROs are accountable to Parliamentary Select Committees. More information on this is set out in [Giving Evidence to Select Committees – Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. It is important to be clear that your accountability to Parliament relates only to implementation, within the terms agreed in this letter. It will remain for the Minister to account for the relevant policy decisions and development.

Detailed SRO roles, responsibilities and guidance are listed under **Annex A**.

Tenure of Position

We expect you to undertake this role at least until achievement of the final base transition, planned for December 2026. As it is vital to ensure that the appropriate succession planning is undertaken, should you depart the role of SRO before programme transition, you should agree a succession plan with the MCA Chief Executive.

Objectives and Success Criteria of the programme

The policy intent supported by this programme is improved value for money in the delivery of the aviation services that the MCA procures and manages, through stronger collaboration and innovation.

Proposed changes to the programme scope which impact on this intent or benefits realisation should be authorised by the UKSAR2G Executive Steering Group and may be subject to further levels of approval.

The objectives and vision of the programme are to deliver the following outputs:

- To meet the public expectation of continued live-saving outcomes in the UK Search and Rescue Region (UKSRR) through the provision of a publicly-available asset-based operational aviation Search and Rescue (SAR) service on behalf of Her Majesty's Coastguard (HMCG).
- To incorporate a reconnaissance/surveillance element that will protect the UK coast from illegal, anti-competitive or polluting activity, to replace the aerial surveillance (ASV) contract.
- Throughout the contract, to ensure a balance of risk, cost and operational flexibility (including technology) between the MCA and the future operators, to deliver a service that is robust, reliable and provides value for money to the taxpayer, promotes safety and health to persons in distress, and provides support to other SAR operations nationwide; selected bidders will have the opportunity to use MCA's Data Model to propose their own technological solution to the outcomes sought in the tender.
- To provide an opportunity for new and innovative SAR technologies during the UKSAR2G period of operation, including fixed-wing and unmanned (drone) assets and improved use of data and analytics to inform the service.
- To work collaboratively throughout the contract with other agencies and Government departments, and the charity sector, to deliver a SAR service that ensures the best asset is used for the task at hand, with a greater focus on the needs of the end user of SAR, with data being used to monitor and evaluate its benefits and support to others.

As SRO, you are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#).

Financial Accountability

Finance and Controls

HMT spending controls will apply on the basis set out within your department's delegated authority letter. Where the programme exceeds the delegated authority set by HMT, the Treasury Approval Point process will apply and the details of each approval process must be agreed with your HMT spending team.

Further information on finance and controls is provided under **Annex B**.

The overall budget for the programme is £2.2bn, excluding VAT.

The current approved expenditure figure is £2.2bn, which provides cover to the complete delivery of the programme, this will be authorised following development of the Outline Business Case and associated HM Treasury approval.

Delegated Departmental/Project Authority

- Your authorised expenditure is set out in your delegation letter.
- You are authorised to agree project and programme rescheduling, provided you are satisfied that the expenditure can be accommodated under the annual expenditure limit, as agreed with Treasury in which the rescheduled expenditure would now fall. Rescheduling beyond this must be agreed with the Aviation, Maritime, International and Strategy (AMIS) Group Investment Board and may depending on circumstances require wider cross-government agreement.
- Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the AMIS Investment Board.
- You are also responsible for recommending to AMIS Investment Board the need to either pause or terminate the programme where necessary and in a timely manner. Again, this may require in certain cases wider cross-government agreement.

Professional Development and Wider Support

It is important that you have the appropriate professional skills and are committed to your own CPD (continuing professional development). This includes maintaining and sharing your knowledge and experience with your own and other project teams.

As SRO of a Department for Transport Tier 1 and Government Major Projects Portfolio programme, you will be required to enrol on the Major Projects Leadership Academy, which we will support as part of your on-going professional development.

There will be wider support available to help you discharge your responsibilities as an SRO. This includes, but is not limited to the following:

- Advice and support from DfT's Project Delivery and Portfolio directorate;
- Access to the various subject matter experts across DfT's Centres of Excellence;
- Being part of a shared community of project delivery professionals across DfT (including being a member of an SRO network comprised of peers and taking part in/supporting key learning activities); and
- Access to the benefits of professional project delivery networks.

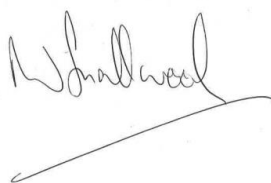
There will also be cross-government specialist support provided by the Infrastructure and Projects Authority (IPA) to further help support you and your team.

We would like to take this opportunity to wish you success in your role as SRO.

Yours sincerely,



Bernadette Kelly
Permanent Secretary
Department for Transport



Nick Smallwood
Chief Executive Officer
Infrastructure and Projects Authority



Brian Johnson
Chief Executive
Maritime and Coastguard Agency

I confirm that I accept the appointment including my accountability for implementation of the programme as detailed in the letter above.

Damien Oliver



Annex A – Guidance Documentation

- [Giving Evidence to Select Committees – Guidance for Civil Servants](#)
- [The Role of the Senior Responsible Owner](#)
- [Project Delivery Functional Standard](#)
- [A Handbook for Leaders of Transformation Programmes](#)

Annex B – Additional Finance and Controls

Where expenditure is considered novel, contentious, repercussive or likely to result in costs to other parts of the public sector, HMT approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HMT. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HMT spending team.

You should operate at all times within the rules set out in [Managing public money](#). In addition, you must be mindful of, and act in accordance with, the specific Treasury delegated limits and Cabinet Office controls relevant to your project or programme. Information on these controls can be found here: [Cabinet Office controls](#).