

PERMANENT SECRETARY

D/PUS/5/1/177

10 November 2021

MIKE COOPER

Sent electronically

Dear Mike,

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE COLLECTIVE
TRAINING TRANSFORMATION PROGRAMME**

This letter confirms your appointment as the Senior Responsible Owner for the Collective Training Transformation Programme. As Senior Responsible Owner, 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), will routinely represent my interests in supporting and holding you to account as Senior Responsible Owner, referring matters to the Defence Board or me as necessary.

In addition to your internal accountabilities you should also be aware that Senior Responsible Owners 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.

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 50% of your time to being Senior Responsible Owner for the Collective Training Transformation Programme. This is alongside your role as Senior Responsible Owner for two non-Government Major Projects Portfolio/Defence Major Projects Portfolio Army projects, namely Material Distribution Land 25 and Deployable Technical Infrastructure.

The specific details of the Collective Training Transformation Programme are contained in the Programme Mandate and any approved business cases. This describes the required outcomes the programme is to deliver and the benefits that are to be realised as a result.

The role and responsibilities of a Senior Responsible Owner, as well as the relationship with Top Level Budget holders, are explained in the Department's Policy and Guidance for Senior Responsible Owners, which will be updated periodically. You are to follow the guidance in that document. You are also to make yourself aware of the Cabinet Office (Infrastructure and Projects Authority) requirements which will require your personal engagement. Infrastructure and Projects Authority's 'The role of the Senior Responsible Owner' guidance document is at Annex A. Clarification on the guidance and Infrastructure and Projects Authority requirements can be provided by the Army Portfolio Office in the first instance and Director General Finance and Defence Portfolio and Approvals Secretariat.

As Senior Responsible Owner you are to develop, maintain and communicate the vision of the programme to all stakeholders. Key stakeholders, particularly in other Top-Level Budgets 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.

You are responsible for ensuring a comprehensive approach to safety management within the programme, including close liaison with the appropriate regulatory authorities and inservice duty holder(s).

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 Ministry of Defence through separate mechanisms to Senior Responsible Owner 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 Infrastructure and Projects Authority and Defence Portfolio and Approvals Secretariat. 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 Defence Portfolio and Approvals Secretariat.

You have undertaken the Major Projects Leadership Academy and graduated in Cohort19, along with a post graduate diploma in Defence Acquisition through the Defence Academy.

Following completion of the Major Projects Leadership Academy, you have been accredited as an OGC GatewayTM Project Assurance Reviewer. This means you will be required to lead or participate in independent reviews of major Government projects for other Government departments, the wider public sector, or other areas of the Ministry of Defence 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 Infrastructure and Projects Authority. Information on programme status and progress is published annually by the Infrastructure and Projects Authority. This is the publicly agreed position as you assume formal ownership of the programme.

You are to note that a Senior Responsible Owner is to 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 Senior Responsible Owner for the Collective Training Transformation Programme until July 2026. 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 Investment Approvals Committee:

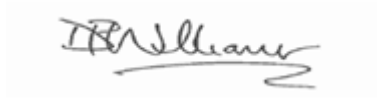
Milestone	Forecast Date
CTTP Outline Business Case submission to the Defence Investment Approval Committee	September 2022
Competition phase commencement	March 2024
Full Business Case submission to the Defence Investment Approval Committee	March 2026

At the conclusion of your tenure as Collective Training Transformation Senior Responsible Owner a plan for the handover of this programme to your successor is to be implemented and this includes them being formally appointed as Senior Responsible Owner. You should be aware that your Senior Responsible Owner responsibilities will not automatically cease upon a change of post and will only be relinquished when a successor has been issued with their Letter of Appointment similar to this. With this in

mind you should notify Head Defence Portfolio and Approvals Secretariat at the earliest opportunity of transfer and/or departure.

In accordance with the Infrastructure and Project Authority's requirements, this appointment letter and your name will be published on Gov.UK.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D Williams', with a stylized flourish underneath.

DAVID WILLIAMS

Appointment approved by:

- Rt Hon Ben Wallace MP, Secretary of State, Ministry of Defence; •
- David Williams, Permanent Under-Secretary of State, Ministry of Defence
- Nick Smallwood, Chief Executive, Infrastructure and Projects Authority.