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PERMANENT SECRETARY

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Richard Smart

Senior Responsible Owner for the Land Ground Based Air Defence Programme

Sent electronically

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR LAND GROUND BASED AIR DEFENCE

Dear Richard

Role, Responsibility, Authority and Accountability

1. **Role.** We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Land Ground Based Air Defence Programme. It is recognised that you have been acting as SRO since April 2022 and have therefore been accountable for all the decisions made since this date. This letter, therefore, sets out your responsibility, authority, and accountability going forwards as well as the support that you can expect from the Ministry of Defence (MOD) and the Infrastructure and Projects Authority (IPA).

2. **Responsibility.** Your responsibility as SRO is defined in the IPA's guidance on [Project delivery: The Role of the Senior Responsible Owner](#) and in the MoD Project Delivery Centre of Excellence's guidance on [The Role of the Senior Responsible Owner in Defence](#). You are to comply with the [Government Functional Standard for Project Delivery](#) and the [Government Project Delivery Framework](#), and you are expected to follow all relevant IPA guidance on project delivery. In addition, you should take every step to ensure that Ministers, the Accounting Officer and other senior leaders are fully informed of increasing risk or threats to delivery that might be considered capable of undermining the business case at the earliest opportunity even if outside the normal governance line or timings.

3. The programme's objectives, outcomes and benefits are defined in the Programme Mandate; specific delivery requirements are defined within the programme's Business Cases and Approvals; and the assurance requirements are as detailed in the programme's Integrated Assurance and Approval Plan.

4. You are to allocate 50% of your time to your SRO responsibilities and you will remain in post until April 2024 when a successor will have been identified. During your tenure, it is anticipated that you will achieve the following outcomes:

- a. Ground Based Air Defence Falkland Islands Full Operating Capability – December 2023

5. **Authority.** The department will grant you the authority you require to discharge your defined responsibilities as SRO, and thus deliver the programme mandate effectively. You are authorised to:

- a. Lead and champion the programme (including in public).
- b. In consultation with the Land Ground Based Air Defence Programme Sponsor, and Army Command, set the overall vision, strategic direction, and key delivery parameters for the programme.
- c. Determine the overall design of the programme and the temporary organisation that is needed to deliver it.
- d. Delegate¹ responsibility and authority as required within the programme team (including to those in sponsor, client, and market roles)² noting that accountability cannot be delegated.
- e. Approve business cases (subject to additional approval as required by spending controls)³.
- f. Exercise your authority to decide on the most appropriate course of action to resolve dispute beyond the boundary of the Programme Board.
- g. In consultation with the Land Ground Based Air Defence Programme Sponsor, and Army Command agree on changes required to any previously determined scope, providing it does not prevent achievement of the Key User Requirement and it remains within the bounds of both the programme mandate and the approved cost, time, and performance envelope.
- h. Challenge all interfacing projects, programmes and the wider operating environment on matters relating to the effective delivery of the programme.
- i. Engage directly with all internal and external stakeholders on programme matters.
- j. Approve the programme's access to risk funding within the approved cost envelope.

6. If you do not have the authority you need to discharge the role effectively, you are to inform us immediately.

¹ Noting certain delegations come through other routes

² As defined in the IPA Project Routemap.

³ Authority to approve expenditure is provided through a separate financial delegation.

7. **Accountability.** You are accountable to the MOD Accounting Officer and Parliament with oversight provided by Chief of the General Staff, as the Top Level Budget Holder for the Army, and for ensuring that the Land Ground Based Air Defence Programme remains affordable, meets its objectives, delivers the projected outcome⁴, and realises the required benefit as defined in the Programme Mandate. As such, you are to account for the action taken by the programme to Parliamentary Select Committees⁵, and for the programme's adherence to government policy to Ministers⁶. Your accountability is limited to the effective implementation of government policy, not the policy itself.

The Land Ground Based Air Defence Programme

8. The aim of the Land Ground Based Air Defence Programme is to deliver an integrated and layered system to protect the Land Environment from all aerial threats (less Theatre Missile Defence). It will do this by providing:

- a. A system of survivable, layered and digitally connected platforms that will enable the Land Environment to PROTECT, ENGAGE, CONSTRAIN and FIGHT.
- b. A resilient digital spine that will distribute near real-time, accurate situational awareness, enabling agile command and control in the most complex and congested multi-domain environments, matching the most appropriate effectors with the most appropriate sensor.
- c. High levels of automation to deliver a combination of sustainable lethal and non-lethal effects to defeat an evolving spectrum of air threats.

Wider Departmental Support and Responsibilities

9. The programme forms part of the Defence Major Programmes Portfolio (DMPP) and the Government Major Projects Portfolio (GMPP). You must escalate to the DMPP Sponsor Group any RAIDO⁷ that threaten the success or viability of the programme and bring any matter that could require an Accounting Officer Assessment to the attention of the Accounting Officer⁸. You must report on the programme via the DMPP's Portfolio Management Reporting System (PMRS), which will be used to inform the Infrastructure and Projects Authority's annual report on the GMPP.

⁴A robust evaluation plan is key HMT requirement. Advice on providing this can be obtained from Defence Economics

⁵ More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules.

⁶ As set out in the [Civil Service Code](#).

⁷ RAIDO: Risks, Assumptions, Issues, Dependencies and Opportunities.

⁸ [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

10. The department's delegated spending authority limits apply to your programme.

Regardless, where expenditure is novel, contentious, repercussive, or likely to result in cost to other parts of the public sector, HM Treasury approval will be required. If in doubt, advice must be sought from departmental finance colleagues. The process for each programme approval must be agreed with departmental finance colleagues and the HM Treasury spending team, and you are to deliver the programme within the approved limits for your programme. Your financial delegation will be provided separately.

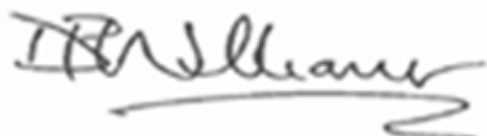
11. The department will assist you in securing the human and financial resources that are necessary to deliver the programme and by ensuring that the operating environment across the MoD and other government departments both enables and promotes effective programme delivery. Any support that you require in this regard is to be requested through Army Command in the first instance and you have access to the DMPP Sponsor Group at any time.

12. Notwithstanding your personal responsibility and accountability for the programme, you are to work collaboratively with all other departmental projects and programmes to manage dependencies and optimise the achievement of the department's wider objectives.

13. It is noted that you are a graduate of the Major Projects Leadership Academy having completed the course as part of Cohort 16 in 2017. You are also an Association for Project Management Practitioner as of 2006 and have held a number of previous Portfolio, Programme and Project Management roles. As a graduate of the Major Projects Leadership Academy, you are expected to maintain your continuing professional development as a project leader, including your status as an accredited assurance reviewer. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.

14. We wish you every success in your role as the Senior Responsible Owner of the Land Ground Based Air Defence Programme.

Yours sincerely,



DAVID WILLIAMS
Permanent Under Secretary, Ministry of Defence



NICK SMALLWOOD
Chief Executive Officer, IPA