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PERMANENT SECRETARY

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5 February 2024

Andy Tims

Senior Responsible Owner for the Clyde Infrastructure Programme

Sent electronically

**APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE CLYDE
INFRASTRUCTURE PROGRAMME**

Dear Andy

Role, Responsibility, Authority and Accountability

- 1. Role.** We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Clyde Infrastructure Programme¹. It is recognised that you have been acting as SRO since November 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 should make yourself familiar with the [Government Functional Standard for Project Delivery](#) and the requirements of the [Government Project Delivery Framework](#). 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.

¹ Including Project Euston which will form part of a refreshed scope and mandate

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 100% of your time to your SRO responsibilities and that you will remain in post until at least November 2025. During your tenure, it is anticipated that you will achieve the following outcomes:

- a. Faslane Nuclear Infrastructure Continuous Availability Programme Delivery Plan Baselined - December 2023
- b. Decision on Ship Lift Strengthening Design - April 2024
- c. Integrated Delivery Model Initial Operating Capability – April 2024
- d. Faslane Nuclear Infrastructure Continuous Availability Programme Review Note, including 4th Berth – September 2024
- e. Integrated Delivery Model Full Operating Capability – April 2025

Milestones are subject to change as Programme matures

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 Clyde Infrastructure Programme Sponsor, Navy Command and Defence Nuclear Enterprise, 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. Delegate² responsibility and authority as required within the programme team (including to those in sponsor, client, and market roles)³ noting that accountability cannot be delegated.
- e. Approve business cases (subject to additional approval as required by spending controls)⁴.
- 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 Clyde Infrastructure Programme Sponsor, Navy Command and Defence Nuclear Enterprise 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.

² Noting certain delegations come through other routes

³ As defined in the IPA Project Routemap.

⁴ Authority to approve expenditure is provided through a separate financial delegation.

- 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.

7. **Accountability.** You are accountable to the MOD Accounting Officer and Parliament, with oversight provided by the 1st Sea Lord, as the Top Level Budget Holder for the Royal Navy, and for ensuring that the Clyde Infrastructure Programme remains affordable, meets its objectives, delivers the projected outcome⁵, and realises the required benefit as defined in the Programme Mandate. Should you be unable to deliver against the requirement then you should escalate to me, as Accounting Officer, through the 1st Sea Lord and the Defence Major Programmes Portfolio Sponsor Group. Furthermore, you are to account for the action taken by the programme to Parliamentary Select Committees⁶, and for the programme's adherence to government policy to Ministers⁷. Your accountability is limited to the effective implementation of government policy, not the policy itself.

The Clyde Infrastructure Programme

8. The Clyde Infrastructure Programme has been established to manage the design, delivery, and transition into operational use of new build and updated infrastructure facilities at His Majesty's Naval Base Clyde. The aim of the Programme is to provide infrastructure that is fit for purpose to enable: continuous safe and secure delivery of Continuous At Sea Deterrence (CASD) until at least 2067; continuous safe and secure delivery of SSN operations until at least 2046; establishment of a Submarine Centre of Specialisation (SMCoS); readiness to begin Dreadnought related training and readiness to receive Dreadnought.

9. The scope of the programme includes Capital Infrastructure projects on the Clyde sites at Faslane and Coulport (bounded by the current CIP line), broadly broken down into categories for: Operational Support (e.g. Berthing and Docking facilities; Radioactive waste management; weapons processing/storage and handling); Security (i.e. physical security of sites); Training (i.e. individual and collective submarine training); Accommodation and Personnel Services (e.g. living accommodation and sports / welfare facilities); Enabling Works (e.g. roads and utilities).

⁵A robust evaluation plan is key HMT requirement. Advice on providing this can be obtained from Defence Economics

⁶ More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules.

⁷ As set out in the [Civil Service Code](#).

Wider Departmental Support and Responsibilities

10. 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 RAIDO⁸ 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 Officer⁹. 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.
11. In Future, reporting should include carbon measurement, and other sustainable development goals demonstrating evidence that the programme contributed to an overarching environmental strategy and is aligned with defined Net Zero pathways.
12. 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.
13. 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 Navy Command in the first instance and you have access to the DMPP Sponsor Group at any time.
14. 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.
15. It is noted that over the last eight years you have held multiple leadership roles in large Government Major Project Portfolio (GMPP) programmes, making the investment case for and personally leading three successful programmes specialising in Space, Defence and National Security.
16. It is recognised you are Managing Successful Programmes and Management of Portfolio's qualified. As SRO of a GMPP Programme you are required to complete the Major Projects Leadership Academy Course. You are an IPA High Risk Review Team

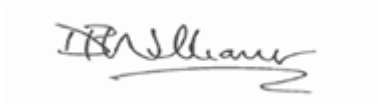
⁸ RAIDO: Risks, Assumptions, Issues, Dependencies and Opportunities.

⁹ [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

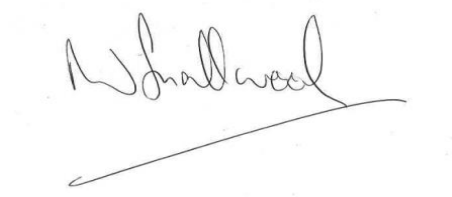
Leader and have led over 25 major reviews. You will be required to continue to participate in a review at least once every 12 months.

17. We wish you every success in your role as the Senior Responsible Owner of the Clyde infrastructure Programme.

Yours sincerely,

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

DAVID WILLIAMS
Permanent Under Secretary, Ministry of Defence

A handwritten signature in black ink, appearing to read 'N Smallwood', with a long horizontal line underneath.

NICK SMALLWOOD
Chief Executive Officer, IPA