



Ministry  
of Defence

**Paul Lincoln CB OBE VR**  
Second Permanent Secretary  
Ministry of Defence  
Main Building  
Whitehall  
London SW1A 2HB

Phone: 020 7218 7880  
E-mail: 2PUS-PrivateOffice@mod.gov.uk

21 May 2024

**Dr Marc Baldwin**

Senior Responsible Owner for the MODNet Evolve Programme

*Sent electronically*

## **APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE MODNET EVOLVE PROGRAMME**

Dear Marc,

### **Role, Responsibility, Authority and Accountability**

1. **Role.** We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the MODNet Evolve Programme. This letter sets out your responsibility, authority, and accountability in that role 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 also 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.

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 80% of your time to your SRO responsibilities for the MODNet Evolve Programme. During your tenure you are expected to achieve the following priorities and outcomes:
  - a. Deliver Records Management service to Full Operating Capability by Sep 24.
  - b. Deliver Managed Print services to Full Operating Capability by Jan 25.
  - c. Deliver a Future Secret Outline Business Case by Dec 25.
  - d. Deliver End User Services 'Official' capability by Jan 26.
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 programme sponsor, 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. Delegate<sup>1</sup> responsibility and authority as required within the programme team (including to those in sponsor, client, and market roles)<sup>2</sup> noting that accountability cannot be delegated.
  - e. Approve business cases (subject to additional approval as required by spending controls)<sup>3</sup>.
  - f. Decide on all matters of disagreement within the programme that cannot be resolved in a timely manner.
  - g. In consultation with the programme sponsor, 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.

---

<sup>1</sup> Noting certain delegations come through other routes.

<sup>2</sup> As defined in the IPA Project Routemap.

<sup>3</sup> Authority to approve expenditure is provided through a separate financial delegation.

- 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 Strategic Command, as the Top Level Budget Holder for the MODNet Evolve Programme, for ensuring that the programme remains affordable, meets its objectives, delivers the projected outcome<sup>4</sup>, 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 Strategic Command and the Defence Major Programmes Portfolio (DMPP) Sponsor Group. Furthermore, you are to account for the action taken by the programme to Parliamentary Select Committees<sup>5</sup>, and for the programme's adherence to government policy to Ministers<sup>6</sup>. Your accountability is limited to the effective implementation of government policy, not the policy itself.

### The MODNet Evolve Programme

8. The policy intent supported by the Programme is to support military commanders across Defence in making informed and timely decisions enabled by agile Communication Information Systems, by providing:
- a) Future Operational Service Management - Provide Central Service Desk support for users and core Service Management services the MOD needs to track and manage incidents and resolve ICT service problems across the MOD ICT estate.
  - b) End User Services - Provide new user service provision of Official devices across the Defence estate, core service management of workplace & foundation services, provision of Software Services and Service Management, test and continuous improvement.
  - c) Managed Print Services - Provide new multifunction devices to all fixed base locations operating on the MODNET Official network.
  - d) Records Management. Provide a compliant and user-friendly service for the long-term storage and exploitation of records.
  - e) Productivity and Collaboration services - Provide the administration and support services to the Microsoft 365 Cloud Product required for users to access and exploit

---

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

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

<sup>6</sup> As set out in the [Civil Service Code](#).

the Office365 functionality and features that provides the all-core software tools that users need (including word processing, spread sheets, presentations, document storage libraries, conferencing, and collaboration software, etc.).

- f) Secret Base ICT Services - Provide the same functional capability for users who will operate at SECRET. These SECRET services will have a similar functional capability to those available at OFFICIAL.

## **Wider Departmental Support and Responsibilities**

- 9. The MODNet Evolve programme forms part of the DMPP and the Government Major Projects Portfolio (GMPP). You must escalate to the DMPP Sponsor Group any RAIDO<sup>7</sup> 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 Officer<sup>8</sup>. You must report on the programme via the DMPP's Portfolio Management Reporting System (PMRS), which will be used to inform the IPA's annual report on the GMPP.
- 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 Defence Digital 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 graduated from the Major Projects Leadership Academy in September 2023. As a MPLA graduate you are expected to maintain your continuing professional

---

<sup>7</sup> RAIDO: Risks, Assumptions, Issues, Dependencies and Opportunities.

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

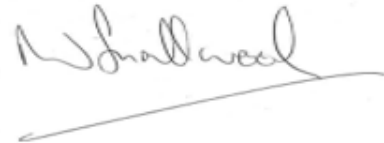
development as a project leader, including your status as an accredited assurance reviewer. The department's Head of Profession for project delivery is available to support and advise you, as are the IPA. In return, and as part of the department's cohort of major project leaders, you are to support your project delivery colleagues and participate in at least one assurance review of another GMPP every 12-months.

14. We wish you every success in your role as the Senior Responsible Owner of the MODNet Evolve programme.

Yours sincerely,

Paul Lincoln  
2<sup>nd</sup> Permanent Under Secretary, Ministry of Defence

NICK SMALLWOOD  
Chief Executive Officer, IPA



---

#### CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the MODNet Evolve programme, including my personal accountability for implementation, as set out in the letter above.



Dr Marc Baldwin  
5 June 2024