

DOCUMENT STRUCTURE

This document is written with an SO2/SO1 involved in delivering Navy outputs in mind. It is more focused around the Develop and Deliver functions, reflecting the substantial change resulting from Lord Levene's Defence Reform delegated Defence Operating Model. It is in sections designed to be read in order but each of them can be taken in isolation:

SECTION 1 – Executive Summary

SECTION 2 – Defence Operating Model Context (WHY)

Provides the context for the NCOM within Defence. It also introduces the principal concepts and process of capability management, with the detail following in later sections.

SECTION 3 – Outputs & Operating Model Overview (WHAT)

Provides a summary of Sections 3 and 4 and also has overview of the three main outputs: Command of the Fleet; Capability Management; and, Department of State functions.

SECTION 4 – Organisation Structure, Roles and Responsibilities (WHO)

Describes: the organisation structure down to 1*; roles and responsibilities of senior officers and key Portfolio Management supporting functions; and, introduces the Programme Boards.

SECTION 5 – Governance & Hold To Account Process (HOW)

Details the HQ battle rhythm, governance and hold to account process both within Navy Command and across TLB boundaries.

SECTION 6 – Managing DLOD & Enabling Function Interfaces

Sets out the principles of managing the interfaces between Programmes and the enabling functions (Cross Cutting Enablers including DLODs).

SECTION 7 – Annexes

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7-1	NCOM Key Terminology Definitions
7-3	Senior Responsible Owners (SROs)
7-4	Current Programmes
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SECTION 8 – Appendices (electronic version only)

Navy Command 3* & 2* TOR

SECTION 1 – EXECUTIVE SUMMARY

1. The First Sea Lord (1SL), supported by the Navy Board, is responsible and accountable for:

- the fighting effectiveness, efficiency and morale of the Royal Navy, Royal Marines and Royal Fleet Auxiliary including the Reserves;
- advising the Chief of the Defence Staff on maritime aspects of all operations, strategy and policy; and,
- resource allocation and budgetary planning in the light of defence policy and naval priorities.

2. The Fleet Commander exercises Full Command on behalf of 1SL over all Fleet Units, Battlestaffs, the Fleet Air Arm, Royal Fleet Auxiliary and the Royal Marines. He is responsible for the *Generation* of units for tasking and the *Operation* of the Fleet in meeting standing commitments, conduct of current operations and maintaining their contingent capability as directed by Head Office and articulated in the Navy Command Plan. He manages his responsibilities with the assistance of the Fleet Command Board (FCB). Generation is the responsibility of the Force Generation Authorities (on behalf of COMOPS, ACNS (A&C), CMF and CAF), who ensure that in-service Maritime Force Elements are ready for employment to meet the operational requirements set by Fleet Commander.

3. The Second Sea Lord (2SL) leads Navy Command HQ and is responsible for the *Development* and *Delivery* of future and current capability in support of the Fleet Commander and as detailed in the Navy Command Plan. This is governed through the Navy Command Operating Board (NCOB) which also oversees the Department of State function of the effective and efficient allocation of resources.

4. The Navy Command Operating Model (NCOM) describes how the Naval Service delivers its outputs of: Command of the Fleet, Capability Management and Department of State. It sits alongside the doctrine for delivery of military effect (or how the Royal Navy fights) which are covered in Fighting Instructions Volumes 1-3, with the Maritime Doctrine Primer¹ identifying the conceptual and doctrinal framework which informs the Royal Navy's output delivery.

5. The agreed future of the Royal Navy is laid out in Part 1 of the Command Plan with 1SL's aspirations detailed in the Future Navy Vision. The Future Navy Campaign Plan (FNCP) is the plan to deliver the vision; it guides activity across the HQ and wider Navy and is the framework for prioritisation and decision making. The high level detail of this plan is formally agreed in the Command Plan against which 1SL is Held to Account (H2A) by Head Office.

6. Delivery of the Future Navy Campaign Plan (FNCP) requires the Navy to meet operational commitments by delivering current capabilities, and also develop and deliver new capabilities. This will require continual decisions, informed by tools such as Balance of Investment, to ensure that the Navy invests resources to best effect and remains on track to achieve the Vision, whilst meeting the demands and challenges of the present.

7. To provide the framework within which these decisions can be made Navy Command has adopted a Portfolio, Programme and Project Management (P3M) approach. The Navy Command Portfolio consists of 3 types of programmes: Future Capability (eg T26); In Service Capability Management (ISCM) (eg T45); and Business Change (eg

¹ BRd 4487 Vol 1.0

Sustainable Submarine Manpower Programme). The primary, but not exclusive, focus is the platform (ships, submarines and aircraft), both new and in service, with platform centric programmes responsible for integrating all the enabling Defence Lines of Development (DLODs)² and Enabling Functions³. RM units are different but fit into the model.

8. The purpose of a Programme is to bring benefits (measurable improvements) to the Royal Navy whether this is delivery of military capability through tangible assets or making changes to the organisation that improve effectiveness or efficiency in delivery of capability. To bring rigour to Programmes to ensure they deliver to time, cost and performance it is necessary to have:

- Clarity over the purpose of the programme.
- Simple governance arrangements.
- Clarity over roles and responsibilities.
- Clear understanding of the benefits being delivered and the risks to them.
- Structured and disciplined relationships with enabling functions and suppliers (DE&S, DIO, ISS).

9. In order to deliver success on operations and manage complex programmes that can span decades, Navy Command will develop consistent, repeatable processes, and continue to invest in 'up-skilling' and career management of its military and civilian workforce to provide people with the right knowledge, skills and experience to deliver Navy Outputs across operational and non-operational roles.

Navy Command staff are to adopt the following approach to their activities:

Provide **clear leadership** setting purposeful direction so that all are aware of the Main Effort and the plan

Be aggressive and **creative** in problem-solving

Make **evidence based** and informed decisions supporting a proactive risk management approach

Empower staff, work for the good of the whole and **promote innovation** and **efficiency**

Use standardised **repeatable** processes within the governance framework

Take a proactive approach to **up-skilling** themselves and their staff

Be prepared to challenge

² TEPIDOIL (Training, Equipment, Personnel, Information, Doctrine & Concepts, Organisation, Infrastructure, Logistics)

³ Enabling functions are other cross-cutting activities that within the NCOM are treated the same as DLODs; these are: Engineering Support, Naval Bases, MCTA, Science & Technology.

SECTION 2 – DEFENCE OPERATING MODEL CONTEXT

INTRODUCTION

1. The NCOM describes how Navy Command supports 1SL in management of the Command, and delivers the Service's current and future outputs as articulated in the Command Plan.
2. The NCOM is set in the context of the Defence Operating Model (DOM) which places responsibility for long term planning and managing Capability within agreed budgets on Front Line Commands (FLCs) and Strategic Programmes. Navy Command's primary purposes are the delivery of: defence final outputs; and department of state functions, including the provision of advice to the MOD and Ministers. Defence final outputs are essentially met by Generating and Operating Force Elements (FEs) (principally personnel, ships, submarines, aircraft, RM units, RFAs and task groups, supported by joint enablers). Once generated by the Force Generation Authorities (FGAs) through the Operating Bases (Naval Bases, Air Stations and RM Establishments) the FEs can be commanded by the RN (including the Battlestuffs), PJHQ or be part of a Joint or Multi-National Task Force.
3. CDS' intent is to use the Joint Expeditionary Force (JEF) to accelerate the restoration of Defence's contingent capability. The JEF is to be an integrated, scalable, adaptable and capable high readiness intervention force which, supported by the Committed, Engaged, Responsive and Adaptive Forces, offers HMG credible options if it is faced with an overseas crisis which demands a military response. Navy Command generates the Force Elements at Readiness/Sustainability as demanded on the annual JEF Demand Signal.
4. In order to have the Capability required to meet Head Office directed defence planning assumptions it is necessary to first 'Develop' future capability, and then 'Deliver' it. For the RN these two functions are largely controlled from NCHQ (with DE&S, ISS, DIO and industry undertaking the work as Delivery Agents). However, certain Programmes are led by other TLBs under the Lead Command¹ system; for example, the acquisition of tracked vehicles is led by Land Command, and 'Successor' by Strategic Programmes in Head Office.

DEFENCE OPERATING MODEL²

5. The National Security Council (NSC), chaired by the Prime Minister (PM) sets the National Security Strategy (NSS) across all government departments. It is attended by Secretary of State (SofS), who may be accompanied by the Chief of the Defence Staff (CDS). The NSS is closely informed by the quinquennial Strategic Defence and Security Review (SDSR). The NSS describes the national security ends required by the UK, whilst the SDSR describes the ways (courses of action) and means (resources). A key constituent of the SDSR is the description of the 'Future Force', which provides a 10-year vision of the future force structure and capabilities

¹ Where a capability needs to be delivered and generated by more than one Command, in agreement with Head Office and the Commands, a Lead Command is appointed with responsibility for the planning, delivery and generation of that capability as part of its sub-portfolio. The Lead Command, through negotiation and agreement with the other Commands, will then task aspects of the delivery and generation of the capability to the appropriate Command

² <http://defenceintranet.diif.r.mil.uk/Policy/HowDefenceWorks/Pages/HowDefenceWorks.aspx>

along a rolling 10-year horizon. In addition, each SDSR will generate a Defence Strategic Direction (DSD) document, which states the long-term planning direction for Defence and the single Services. Resources are allocated with the aim of delivering the DSD through the annual Defence Plan.

6. SofS is accountable to the Prime Minister and Parliament for the delivery of the nation's Defence needs. The Armed Forces are the professional organisations that deliver military capabilities. Together, the Department of State and the armed Services carry out 6 core functions, namely:

- a. Direct policy, military operations and the military contribution to national security at the military strategic level, whilst directing common policies and standards across Defence.
- b. Develop and Generate our armed forces for operations.
- c. Acquire the capabilities our armed forces need.
- d. Operate our armed forces at home and overseas.
- e. Enable Defence to work effectively and efficiently by providing supporting services.
- f. Account for Defence activity and spending to Parliament and the public.

7. The relationship between these core functions is shown in the Figure 1 below:

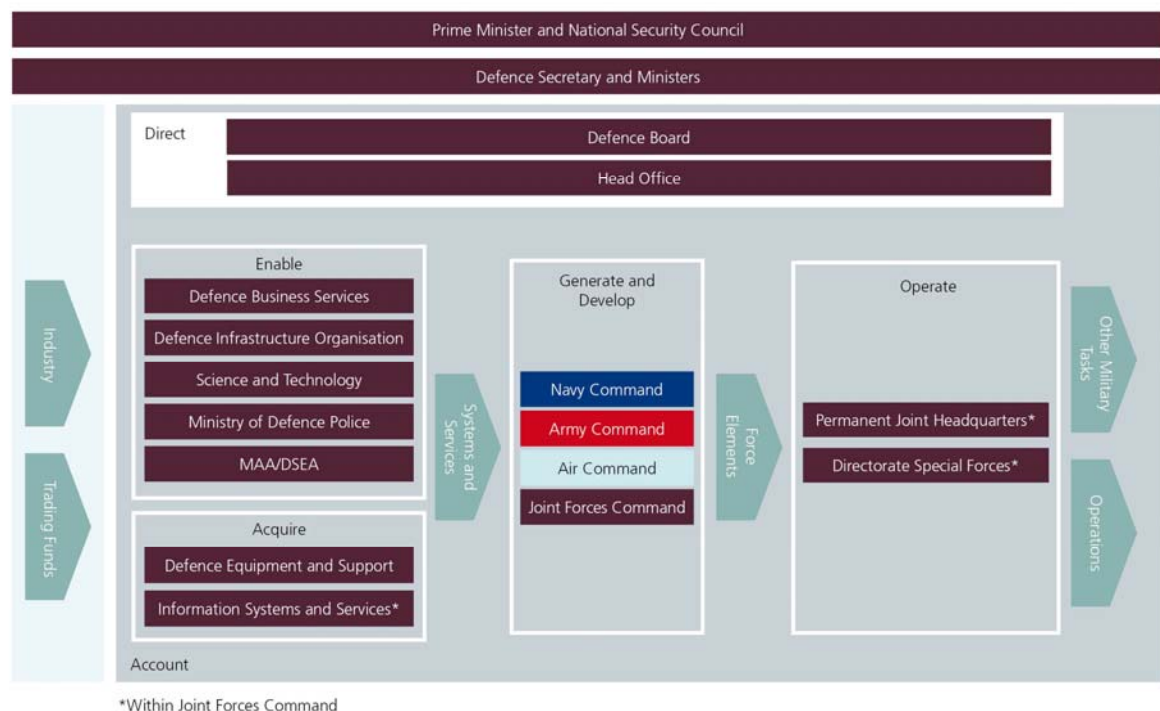


Figure 1: Department of State & Armed Forces Core Functions.

8. Defence is organised into six Top Level Budgets (TLBs), each TLB Holder has delegated authority and personal responsibility and accountability for the performance of their organisations. They have to deliver agreed outcomes effectively, efficiently, safely, sustainably and as economically as possible. They also have to protect regularity and propriety, and stay within set financial limits. In addition to the TLBs, DE&S is formed as a Bespoke Trading Entity for the provision of equipment and logistics support to the Commands. The TLBs are:

a. Head Office and Corporate Services (HOCS)³.

b. The four Commands:

(1) Navy Command.

(2) Army Command.

(3) Air Command.

(4) Joint Forces Command.

c. Defence Infrastructure Organisation (DIO).

9. The DOM charges the single Services and Joint Forces Command (JFC) with:

a. Providing advice to MOD and Government on the operational employment of their Service, contributing to CDS's formulation of military strategic advice, and advising Defence Board decisions on Departmental strategy and high level requirements setting, as they relate to their Service.

b. Running the Command TLB and being accountable for delivering agreed outputs within a delegated budget and making choices within the framework of their Command Plan.

c. Conducting their own Force Development process to propose, in a Command Plan, an optimum, affordable force structure that will best deliver Defence Board requirements.

d. The development and generation of their Service to ensure it is balanced to deliver Defence outputs now and in the future. This will include recruiting, training, educating, equipping, preparing and sustaining their Service.

e. Exercising Operational Command (OPCOM) of FE that do not come under the OPCOM of Commander Joint Operations (CJO).

f. Acting as customer to Chief Executive of DE&S, setting requirements and budgets for equipment and support, and holding DE&S to account.

g. Acting as customer to Chief Executive DIO, setting requirements and budgets for providing infrastructure, and holding DIO to account.

³ Includes SRO responsibilities in Strategic Programmes for some major Royal Navy Capabilities such as SUCCESSOR

- h. Acting as customer to Chief Executive Information Systems and Services (CE ISS), setting requirements and budgets for providing information systems and services, and holding ISS to account.
- i. Supporting CJO in environmental aspects of operations.
- j. Conducting prioritised international engagement in support of the National Security Strategy (NSS).

DEFENCE OPERATING MODEL PRINCIPLES

10. The DOM is predicated on:
- a. Simple structures.
 - b. Fair and transparent delegation of accountability and responsibilities to those best able to deliver.
 - c. Strong organisational leadership, coupled with enhanced business skills at the appropriate levels;
 - d. A culture of innovation and efficiency that seeks to simplify process and reduce bureaucracy;
 - e. A cohesive approach to thinking and behaviour that is in the best interest of the nation and Defence.

DIRECTION TO NAVY COMMAND

11. At the crux of Navy Command's relationship with Head Office is the Navy Command Plan which details what the RN will deliver and the resources it has to achieve this. It is part of the Department of State function to produce a Command Plan that is: consistent with the direction from the Centre as articulated in the Defence Plan; details the outputs to be delivered; and, is affordable within the resources (including personnel) provided and represents a coherent balance of investment and value for money. The hierarchy of planning documents is in Figure 2.

12. Part One of the Navy Command Plan covers the Future Navy Vision and high level strategy, providing the head mark for the future Royal Navy. Part Two provides direction to the Navy Command for near term delivery of Defence Strategic Direction (DSD) and thus enables the delivery of the statement of achievement and milestones in Part One for the current year out to Year 2. Once endorsed by Head Office it is owned by the Navy Board, sets out the RN's output and change objectives, and explains how these objectives will be met in a high level near term delivery plan. This is the basis for PUS and CDS Holding to Account (H2A) 1SL for the performance of the Navy Command TLB.

13. In order to deliver these outputs the Navy Command Plan includes a number of Navy Board Strategic Objectives (NBSOs) which are subordinate to, and drawn from, the Defence Board Strategic Objectives (DBSOs) from the Defence Plan.

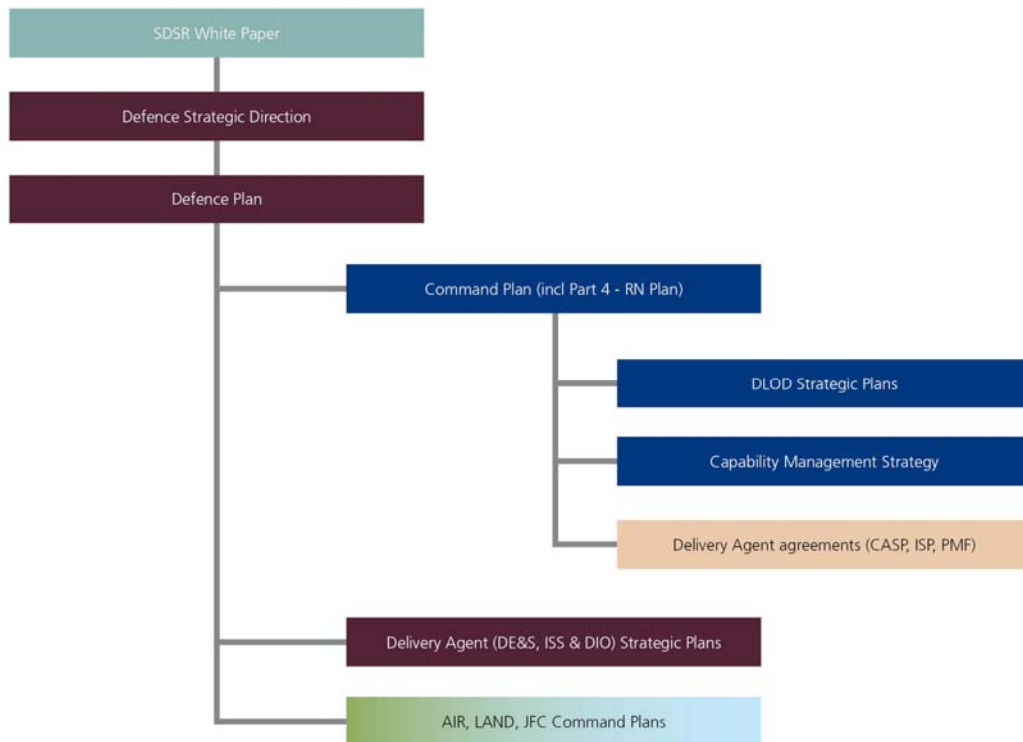


Figure 2: Hierarchy of Planning Documents.

14. The NBSOs are expanded in the Command Plan and reported against in the Quarterly Performance and Risk Report (QPRR) by which the Permanent Under-secretary of State (PUS) and CDS hold 1SL to account for the performance of the RN. In outline, the 2015/16 NBSOs are:

- NBSO 1 RN contribution to success on **Operations**. This includes CASD, defence of UK territorial waters, counter piracy and operations in the Gulf.
- NBSO 2 Generate, operate and sustain the Committed Force to fulfil the **Standing Commitments**. This includes the Atlantic patrols, support to Civil Authorities and NATO standing task groups.
- NBSO 3 Deliver and sustain maritime Force Elements of a Joint Expeditionary Force. This includes elements of a Joint Expeditionary Force (JEF), and NATO **contingent forces**.
- NBSO 4 Support Government **International Defence Engagement** objectives.
- NBSO 5 **Reform Navy Command** to improve Defence delivery.
- NBSO 6 Recruit, develop and retain **sufficient capable and motivated personnel**.
- NBSO 7 Deliver sufficient fit for purpose **equipment, infrastructure and logistics**.

- NBSO 8 Ensure **affordability** of a cost efficient Command Programme adhering to financial reporting and regulatory requirements.

OPERATING MODEL OUTLINE

15. The NCOM outlines how Navy Command delivers its outputs in accordance with the defence direction and consistent with the DOM. Navy Command manages platform focused outputs on a Programme basis through a series of stages from initial concept through to the end of their life, delivering force elements at readiness in order to provide military and political choices. As well as being consistent with defence direction the NCOM also aligns with how the other FLCs are delivering their outputs. Each part of defence has its own operating model following the same framework which link together as shown in Figure 3.

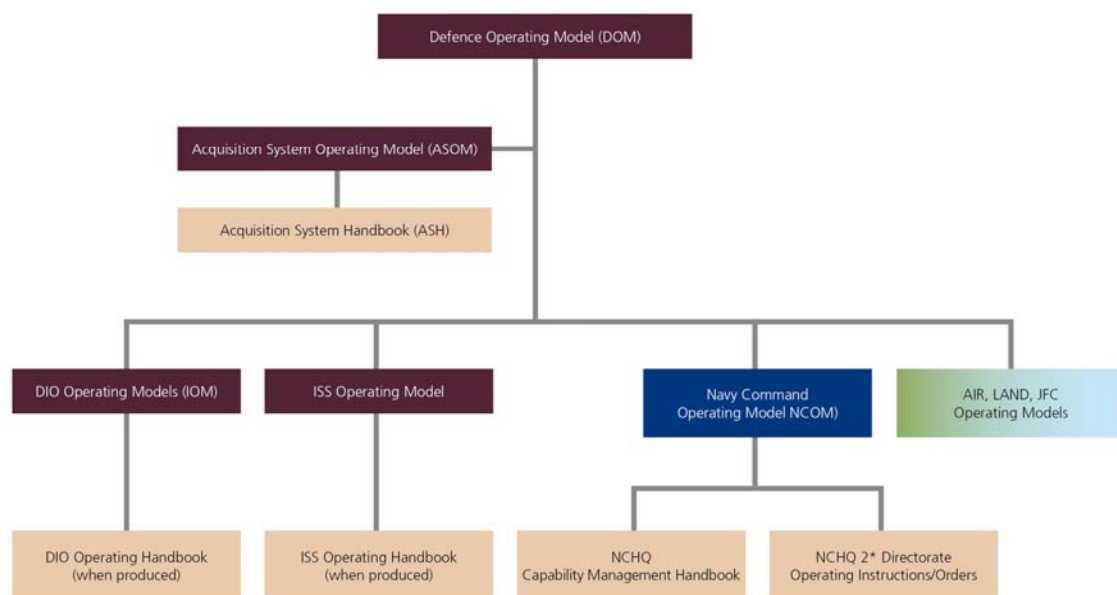


Figure 3: Framework of Operating Models

16. The DOM and the NCOM are based on the 4 core functions of:

- Develop – Navy Command’s contribution to the Future Force through the planning of future capability to meet strategy including managing Programmes from initial concept through to the Deliver function.
- Deliver – The delivery of Maritime Capability Programmes (integrating all enabling functions) normally from Main Gate, including In Service Capability Management (ISCM).
- Generate – The generation of in-service Maritime Force Elements, including Task Groups (TGs), ready for employment to meet operational plans.
- Operate – The operation and sustainment of Maritime Force Elements to deliver military, political, diplomatic and humanitarian effects in support of Government objectives.

SECTION 3 – OUTPUTS & OPERATING MODEL OVERVIEW

Protecting The Nation's Interests

NAVAL SERVICE'S OBJECTIVES

1. The First Sea Lord's ambition for the Future Navy articulates Maritime Capabilities in terms of their contribution towards the three core imperatives of the Service: Continuous At Sea Deterrence (CASD), Continuous Carrier Capability (CCC) and Continuous Amphibious Readiness (CAR). These are the mechanism by which the Royal Navy contributes to Joint Operations, by providing platforms capable of Warfighting¹, Maritime Security², Homeland Defence and International Engagement³, and underpin a Service able to deliver, as directed, Operations, Standing Commitments, and Contingent Tasks, while being able to bring in to service modern capabilities, operated in an innovative way, and supported by an efficient and optimised HQ organisation.

2. In order to deliver the mandated tasks set by Government, and be able to build the flexible Fleet based around a Maritime Task Group concept, as articulated in the Future Navy Vision, the overall size of our Service will need to grow by 2023. The goal is sufficient suitably trained personnel, appropriate infrastructure, and the ships, submarines, aircraft, and underpinning logistic support; this is a particular challenge for a Service that has not attempted to increase in size since the 1960s. To add to the challenge, the manpower reductions imposed by SDSR 2010 (that reduced the size of the Service from 35,000 to under 30,000) and the combination of a recovering national economy and the nationwide shortage of skilled engineering manpower has brought acute, short term pressure to our pool of technical manpower. Additionally, long term underinvestment in Equipment Support has led to poor equipment availability, reliability and sustainability; this has exacerbated the challenge of retaining engineers. The unifying plan to address today's challenges, while rebuilding resilience, and achieving a fully manned, trained, equipped, and supported Future Navy is articulated in the Future Navy Campaign Plan (FNCP). The FNCP has been sequenced and aligned to present a single, deliverable plan which will enable progress to be robustly monitored and risks understood and managed. It is owned by 2SL, overseen by the NCOB and delivered by the PMG.

NAVY COMMAND OUTPUTS

3. As described in Section 2, Navy Command Outputs can be broken into three broad categories: Command of the Fleet; Capability Management (Strategic Development and Capability Delivery); and Department of State responsibilities. These are directed by a Leadership function and assured through the Assurance function. This is shown in Figure 4 with an overview in the rest of this Section and more detail in Sections 4 and 5.

¹ Conduct, or be ready to conduct, warfighting at sea, from the sea, ashore and in the air

² Protect the free, safe and lawful use of the sea where it is vital to UK prosperity and security

³ Promoting UK interests by developing international partnerships

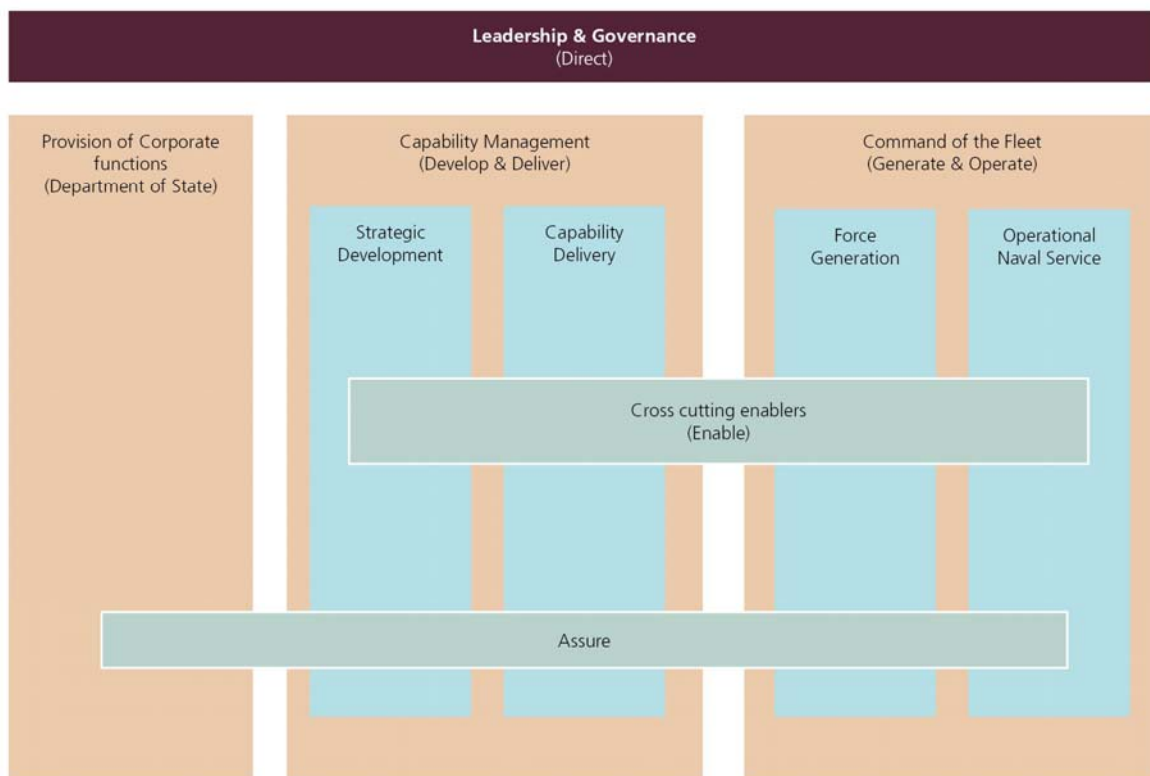


Figure 4: Navy Command Capability Management Functions.

LEADERSHIP

4. Leadership and direction is provided by 1SL through the NAVB, and Fleet Commander and 2SL through the FCB and NCOB respectively, and the 2*s via a range of Boards (details of which are in Section 5). At these senior levels clear TOR, Mandates and letters of delegation enable clarity of purpose, responsibility and accountability. It is intended that a similarly rigorous approach cascades through the organisation, with management on a delegated basis.

COMMAND OF THE FLEET

5. The Fighting Arms⁴ of the Naval Service are engaged around the world delivering strategic and operational effect in support of HM Government policy, not just for security but also in support of diplomatic, economic and development objectives. The Royal Navy is deployed forward, re-assuring Allies, engaging new partners, deterring adversaries and expressing UK interest and resolve. The intent is operational success, enabled by tailored contingency and supported by agile Force Generation (FGen), which is focussed on improving resilience across the METS⁵ pillars, anticipating that re-roling, re-positioning and re-prioritising will be the norm.

6. FEs are to be ready to operate in accordance with their readiness profiles as part of joint and/or combined forces, including the JEF, CJEF, NATO forces or ad-hoc coalition.

⁴ Surface Ships, Submarine Service, Fleet Air Arm, Royal Marines, Royal Fleet Auxiliary

⁵ Manpower, Equipment, Training, Sustainability

7. The Fleet Commander provides leadership and direction on the outputs of the fighting arms: generating and operating Maritime Power to meet Defence objectives as agreed in the Command Plan. He has COMOPS, COMUKMARFOR, COMUKAMPHIBFOR and FOST (for his responsibility for operational sea training) under Command, and has accountability for the Air Operating Authority (AOA) component of ACNS (A&C)'s directorate. Maritime Forces are generated through the integration of Force Elements at Readiness (FE@R) and delivery of Force Elements at Sustainment (FE@S) by the Force Generating Authorities (FGA). FGen includes deployment, sustainment and recovery and is driven primarily by the Long-Term Operations Schedule (LTOS) and the Fleet Operations Schedule (FOS), which are determined by the requirement to maintain, deliver and sustain the Maritime output set in the Command Plan.

8. Fleet Commander is responsible for the Generation and Operation of the Fleet, governed through the FCB:

GENERATE

a. The Generate function ensures that in-service Maritime Force Elements, including Task Groups (TGs), are ready for employment. FGen is the process to integrate trained personnel with equipment, doctrine and tactics, logistic support, infrastructure and information to generate a capability to meet an established requirement. COMOPS, ACNS(A&C) (for maritime aviation)⁶, CAF and CMF (for battle staffs) are accountable to the Fleet Commander for generating FE@R&S in accordance with the Command Plan to fulfil the generation demands as directed by the Fleet Commander. This is executed through the relevant 1* Commanders.

b. FGen is primarily conducted at the waterfront or at the Typed Air Stations (TAS) with the Force Generating Authorities at the OF5 level, overseen by the 1* Flotilla, TAS and Brigade Commanders. Force Generating Authorities (FGAs), Commanders and Operating Duty Holders are summarised at Table 1. The Force Generation Capability Integration Cell (CIC) provides a 'generation focus' in NCHQ across the DLODs as they pertain to broader FE integration, leaving the FGAs to focus on the practical generation of units at the waterfront (or Typed Air Station). Additionally DACOS FGen acts as a pan-FGA generation lead, under COMOPS, in order to ensure that NCHQ leverage is focussed where necessary to best support the FGAs.

c. The FGAs and their one-up Commanders have a broader remit through their Admin Command and/or Operational Command responsibilities than purely FGen. Placing this responsibility at the Operating Base is designed to make the most of the direct contact between Commanders and their front-line units.

⁶ Joint Helicopter Command (and its relevant Force Commanders) is the FGA for Battlefield Helicopter Force Elements (which includes Commando Helicopter Force).

OB	FGA	Commander	ODH	Units
Devonport	Capt SS (D)	COMDEVFLOT	ACNS(A&C) ACNS(Ships)	LPD / LPH FF
Devonport	Capt HM	COMDEVFLOT	ACNS(Ships)	SVHO / OSV / ISV / IPS / FHMU / HM FEs @ TAS and Jt Delivery, MASF, JOMOC
Devonport	Capt FASFL0T ⁷	COMFASFL0T	ACNS(SM)	SSN
Faslane	Capt FASFL0T	COMFASFL0T	ACNS(SM)	SSN / SSBN
Faslane	Capt MFP	COMPORFLOT	ACNS(Ships)	MM / PP
Portsmouth	Capt SS(P)	COMPORFLOT	ACNS(A&C) ACNS(SS)	QEC (as single unit) FF / DD
Portsmouth	Capt E (P)	COMPORFLOT	N/A	NPs1600
Portsmouth	Capt MFP	COMPORFLOT	ACNS(Ships)	MM / PP ⁸ / Diving Units
Portsmouth	Capt MFP	CMF	ACNS(Ships)	Mine Warfare BS
Yeovilton	Lynx Wildcat Maritime Force Cdr	CO VL TAS	ACNS(A&C)	Lynx / Wildcat HMA
Culdrose	Merlin Force Sea King Force ⁹ Fixed Wing Force ¹⁰ 700X	CO CU TAS	ACNS(A&C)	Merlin Mk1/2 Sea King Mk5/7, Gannet SAR Comprising 727, 736 and 750 NAS. Scan Eagle
JHC	CO AHF CO CHF CO CH Fce	AD Cts JHC	Comd JHC	Apache AH Mk1 Sea King Mk4, Merlin Mk3/4 and Wildcat BRH Chinook CH47 Mk4/5/6
3 Cdo Bde	COS 3 Cdo Bde ¹¹	Comd 3 Cdo Bde	ACNS(A&C)	3 Cdo Bde FEs including FPGRM less NW Security and P Squadron
3 Cdo Bde	CO FPGRM	CO FPGRM	ACNS(A&C)	Nuclear Weapon Security
1 AGRM	CO 1AGRM	COMCORE	ACNS(A&C) FOST	Landing Craft All other craft
NCHQ	DACOS FGen	COMOPS	ACNS(A&C)	CS (QEC with embarked aircraft) / JEF(M) / multiple FEs / Jt Enablers
NCHQ	DACOS FGen	COMOPS	N/A	Integration of deployable 2* and 1* operational HQs
NCHQ	DACOS FGen	DACOS FGen	ACNS(Ships)	Generation of COUGAR deployments
FBS HQ	COS MBS / CAF	CMF / CAF	N/A	Deployable 2* and 1* operational HQs
NCHQ	DACOS AFSUP	ACOS AFSUP	COM RFA	AO/AOR/LSDA/ AFSH/DILG/ARGU
NCHQ	DACOS Med Op Cap	DACOS Med Op Cap	DACOS Med Op Cap	Maritime and RM R1 / R2 / R3

Table 1: FGAs, Commanders and ODHs.

d. The Operating Duty Holders¹² (ODHs) draw on the In-Service Capability Management (ISCM) teams for the necessary expertise whilst ensuring the Duty Holding construct is applied through the Commanders, FGAs and Commanding Officers (COs). Flotilla Commanders and TAS COs provide Operating Assurance¹³ to the respective ODHs.

⁷ CAPFASFL0T is the FGA for all submarines in anticipation of the SM Centre of Specialisation in Faslane. Capt SM(D) will execute the generation plan for all T class submarines based in Devonport.

⁸ Includes 1PBS, Gibraltar Sqn and Faslane PB Sqn.

⁹ 771 NAS and Gannet SAR Flight until Apr 2016.

¹⁰ Will not include F35-B Lightning II – FGA will be Air domain, integrated in to Maritime by the FGen CIC Cell.

¹¹ When deployed the FGA responsibilities are delegated to HQ 3 Cdo Bde.

¹² a. Surface Ships – ACNS (Ships)
b. Submarines – ACSN (SM).
c. Navy Command Aircraft Operating Authority – ACNS (A&C).
d. Cadet and Training Craft – FOST.
e. Reserves Craft – NAVSEC.
f. Royal Fleet Auxiliary – COMRFA.

Operating assurance is the responsibility of the relevant Duty Holders throughout the life of a unit, from ISD to disposal.

¹³ Assurance to the ODH's nominated Chief Operator and Chief Engineer 6 monthly, and by the ship's CO to FGA no more than annually as part of the Ready for Operations Assessment. Review of Operating Assurance is structured around the 10 Risk Control Systems and encompasses the activity of all Level 2 assurers.

e. Flotilla Commanders provide Operational Assurance¹⁴ to COMOPS, who holds the responsibility for OA.

f. FE COs, once generated, are responsible for the sustainment of their unit's OC and exercise 'Command Pull'. As well as providing Operational Assurance, the FGAs ensure that the full range of mandated executive, warfare, logistics and engineering standards are maintained Fleet wide. Warfare OC and standards are managed through delivery, by FOST, against FGA Training Directives and informed by ACOS(W) through his Warfare Group and the delegated Captains Warfare. The appropriate FGA also maintains their Guidance, Leadership, Advice and Direction (GLAD) function for which they are functionally responsible to the appropriate ODH.

g. Force Generation Principles are detailed fully in COMOPS' Force Generation CONOPS.

OPERATE

h. The Operate function provides and then sustains maritime capability on Operations and Military Tasks (including Commanding FE where required) to meet Defence outputs, including the Defence Engagement Strategy. These are captured in a database of Effect Requirements Documents (ERDs) with formal prioritisation of tasking conducted by the Maritime Commitments Strategic Steering Group (MCSSG and JCSSG). The spine of the Operate function is the LTOS which co-ordinates the activities of all RN FEs, be they platforms, non-platform based units or non-formed bodies. Changes to the LTOS are fed back into the Capability Management functions because of the significance of this to both ISCM and the delivery of the Future Navy Campaign Plan.

i. The function of the Commitments Division under COMOPS is to deliver an affordable, balanced schedule of maritime activity based on the Command Plan, in line with 1SL's priorities and reflective of Joint and Defence priorities. The Fleet Activity Budget is delegated to COMOPS and managed by his staff in conjunction with FD(N). The relationship between N3 at the Maritime Operations Centre (MOC), DACOS FGen (lead for the CIC) and the FGAs is vital to ensure that the generation oversight matches the required commitments and is amended where necessary by developing operations and resource constraints.

j. The HQ context is set by the Command Plan which is owned by the NCOB on behalf of 1SL.

CAPABILITY MANAGEMENT

9. 2SL supports the Fleet Commander by leading NCHQ in Developing and Delivering the capabilities that the RN needs to deliver its outputs now and in the future. Capability and change programmes extending beyond a 2* directorate are delivered through a platform centric programme approach with: clear focus on the delivery of output; clarity in accountability; clear P3M¹⁵ compliant governance

¹⁴ Assurance to COMOPS provides feedback on the requirements of the Fleet Generation Order (FGO), primarily through capability insertion and trials report, and reports of training delivered by FOST or other training agencies.

¹⁵ Portfolio, Programme and Project Management

structures and formal H2A. Navy Command acts as an Intelligent Customer to its three key Delivery Agents (DE&S, ISS and DIO), and also manages relationships and dependencies with other Commands utilising the Lead Command model.

10. In order to meet the outputs detailed in the Command Plan, the Navy Command Portfolio consists of the entirety of capability and business change programmes that Navy Command is managing. Informed by the Command Balance of Investment (BOI) process or emergent business needs, the Portfolio Office (PFO) advises senior management (2* boards and NCOB) on the composition of the Portfolio, progress against plans and any conflicting priorities, risks and issues. The PFO provides the challenge and scrutiny of portfolio Management Information (MI) to support decisions and manage risks around programmes, projects and resources in the light of changing priorities or circumstances. In support of this the Centre of Excellence (COE) provides specialist P3M advice, guidance and assurance. The COE also provides the mechanism by which COS HQ oversees the delivery of knowledge, skills and experience for NCHQ personnel.

11. A new capability flows through the Develop and Deliver stages of capability management as illustrated in Figure 5 to meet the direction given to Navy Command. At every point there is clear accountability for the Programme as issued by Mandate to a Senior Responsible Officer/Responsible Senior Officer (SRO/RSO). As the capability enters service, the RSO retains responsibility for ISCM whilst the platforms/units are made available to the Generate and Operate functions. The SRO/RSO roles are defined in Section 4, governance is in Section 5 whilst the detailed processes within and between each of these steps are explained in the NCHQ Capability Management Handbook.

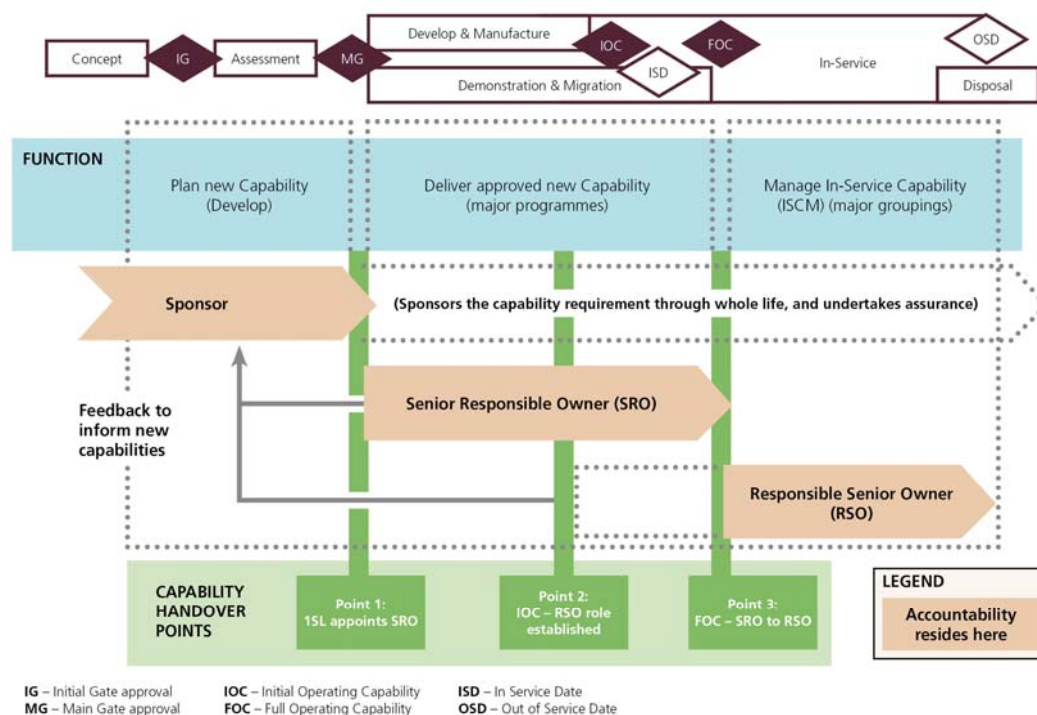


Figure 5: The flow of Capability Management.

12. ACNS Cap is the capability sponsor for all RN capability requirements throughout their life and is responsible for ensuring that the capabilities the RN

procures are sufficient to deliver success on operations today and in the future in response to changing threats and Government policy. The platform focused 2*s (Ships, SM, A&C) deliver the capability solutions and then support them in-service, forming business agreements with enabling 2*s (Trg, Pers, Spt) for the resources (training, personnel, engineering, logistics) required. By adopting a platform centric approach, DLOD owners are accountable to SROs and RSOs for the delivery of their elements of a capability, whilst DLOD policy issues go directly to the NCOB.

13. All programmes (whether business change or capability delivery) are initiated through a Programme Mandate and governed through a Programme Board chaired by the nominated SRO who is accountable for pan-DLOD/enabler delivery of the programme mandate. The process by which programmes are initiated and concluded is overseen by the PfO, whilst the COE provides expertise and manpower resource (Programme Support Function personnel) in accordance with requirement, availability and NCOB priorities. Programmes which impact beyond a single 2* area can only be initiated through the Portfolio Office and will be overseen and prioritised as part of the Naval portfolio by the NCOB.

14. In-service capability programmes (e.g. In Service Frigates) are arranged into three 2* capability sub-portfolios (Ships, A&C and SM) which are governed through 2* chaired Deliver Boards. ISCM Boards are chaired by the Responsible Senior Owner (RSO) for a programme, who is accountable for pan-DLOD delivery of the In-Service capability mandate.

15. DLOD and enabling function owners¹⁶ form agreements with the SROs covering their elements of the Programme requirements, and are then responsible to SRO and RSOs for their delivery. DLOD policy issues, and risks spanning multiple Programmes, go directly to the NCOB from the DLOD Board, whilst all DLOD capability output related issues are staffed through the capability management governance process. Many of the DLODs also engage with other Commands in support of Programmes sponsored by them (e.g. Land Command for tracked vehicles) but which support maritime capability.

16. 2* Directorates have ownership of manpower liability and stewardship¹⁷ of strength and will contribute to the development of sufficient, capable and motivated personnel in support of the FNCP. As such, the consideration of personnel issues and the corresponding impact on capability is discussed routinely in relation to the delivery of outputs. Strategic Workforce Planners are responsible for building a coherent, prioritised picture of collective TLB establishment change requirements across a 10-year spectrum. Change proposals will be captured through the Annual Manpower Change Process (AMCP)¹⁸ which will allow the Personnel DLOD to look more coherently and cohesively at the manpower and capability change aspirations of respective employers, incorporating these within the Annual Budgetary Cycle process. The overarching prioritisation and consolidation of requests for change will be conducted by the NCOB, or as delegated to the Portfolio Management Group (PMG). In-Year requests for change will be confined to the most urgent of issues when they are the subject of a quantified risk to the delivery of outputs. In such

¹⁶ Detail of these is in Section 6

¹⁷ 2* Directorates have the remit to look after their people in all respects for the time they are in their employ, they are therefore not "owned" by their employers.

¹⁸ [BR3 Chapter 2, Article 0204.](#)

exceptional cases change proposals will be treated through the Single Manpower Change Gateway.¹⁹

17. There are a number of external dependencies that impact on Navy Command outputs; these inter-TLB dependencies are agreed and articulated in the Command Plan. The Command Plan captures those dependencies without which Navy Command cannot deliver its core outputs, or without which another TLB could not deliver theirs; all 2* Directorates have a responsibility to capture dependencies accurately. Where the development of future capability is led from other TLBs then requirements and coherence are set through the Capability Management Group²⁰. Formal agreements are formed with the Delivery Agents (notably DE&S, DIO and ISS) on the levels of funding, performance and risk. Targets are agreed with DE&S in the Command Acquisition Support Plan (CASP), ISS in the Information Support Plan (ISP), whilst DIO targets will be in the Performance Management Framework (PMF) for 2016. Work is underway to generate more robust and disciplined relationships with these suppliers and also to strengthen relationships with other Commands. The governance process is detailed in Section 5.

18. The Royal Navy's approach to innovation is owned by the Naval Staff that has directed that the Service needs to innovate and bring about the best possible exploitation of technologies, concepts and people in order to set the conditions for future operational success within an affordable financial profile. The innovation agenda is undertaken through a 3-phase approach:

- a. **Innovation discovery.** Building a network to harvest good ideas, from technology to novel approaches, spanning Dstl, academia, other FLCs, those at sea in the Flotillas, and innovative thinkers across the maritime enterprise (e.g. QinetiQ). This includes international partners through bi and multi-lateral engagement; primarily with the US construct for rapid innovation such as the Chief of Naval Operations Rapid Innovation Cell (CRIC).
- b. **Innovation support.** Creating an environment where ideas are nurtured, tested and trialled; working alongside MCTA and MWC.
- c. **Innovation transition.** Prioritising and driving innovation into the core equipment programme and linking into wider initiatives such as the Whole Force Approach.

19. 2SL is responsible for the Develop and Deliver functions which are governed through the NCOB:

DEVELOP

- a. There are three main components to the Develop function: Innovation (Paragraph 18), Concepts & Force Development, and Capability Planning.
- b. The Concepts & Force Development element identifies the broad operating environment for future maritime and joint operations by interfacing with the Head Office "Strategic Capability and Force Design" function and co-ordinates the cross-command Capability Audit which sets the context for the capability planning process. In conjunction with Fin Mil Cap, it also

¹⁹ [RNTM 177-14 Single Manpower Change Gateway](#). Work is underway in the Pers DLOD to review the manner in which military personnel are assigned and employed within NCHQ to provide greater flexibility of employment across Programmes and 2* Directorates to meet the Portfolio priorities set by the NCOB.

²⁰ Detail of these is in Section 6

summarises the Capability Audit and related findings to form the Maritime Capability Assessment Register as input to the Head Office Defence Capability Assessment Register which provides a high level view of the capability of the funded FLC plans to undertake the Military Tasks laid down by policy.

c. The next step is to take the future context defined largely by DCDC²¹ and the understanding from the Capability Audit to assess concepts for alternative future maritime forces within the constraints of available funding and legacy force elements. To date this has focused on generating mid-level Operating Concepts (OC) such as The Maritime Task Group OC and the Maritime Underwater Battlespace OC. From this an outline plan for pan DLOD changes is developed including which new equipment capability projects would be required. The Capability Planning element is responsible for directing the research, creating genesis options, and directing the concept and assessment phases for new procurements.

d. At Main Gate (or when agreed by NCOB) there is a formal handover of the Programme to the Deliver function; although the concept ownership remains with the Capability Sponsor.

e. The Develop function produces a Maritime Capability Management Strategy (CMS) and a Maritime Capability Management Plan (CMP). The Maritime Capability Management Strategy sets the headmark and the milestones the maritime domain is to achieve over the next 30 years and is updated when overall direction changes e.g. following an SDSR or change in Defence Strategic Direction. The annual MCP describes an optimal, affordable force structure for years 1 to 30 that best delivers Navy Command's contribution to Defence Board requirements in accordance with strategic direction. It includes both funded and uncommitted aspects and is a key component of the Command Plan and is the vehicle through which the outcome of Planning is captured and against which Delivery is monitored.

DELIVER

f. The Deliver function converts the endorsed Command Plan into new and enhanced capability through a suite of mostly platform centric pan DLOD programmes²². It involves the delivery of the Maritime CMP (typically but not exclusively new acquisitions and upgrade/updates²³ required for existing capability) and ISCM; and includes personnel recruitment, training and career management, in a form that allows them to be seamlessly integrated with existing capabilities (by the Generate function) and to deliver the benefits originally identified during Develop.

g. The delivery of the new capabilities follows the acquisition cycle under the direction of a SRO (the governance process is Section 5). As the equipment enters service the SRO hands over to an RSO for ISCM. The principal role of ISCM is to ensure the continued effective and efficient provision of capability through the life of platforms, ensuring that they are optimised to meet changes in the operating environment and to deal with

²¹ Using Global Strategic Trends (GST), Future Joint Operating Model (JFOC), and Future Maritime Operating Model (FMOC).

²² ISCM is conducting TLMC using Programme methodology including Mandates, and for ease is referred to as a Programme throughout.

²³ Upgrades are in the Develop function whilst Updates are a Deliver function.

capability related risks and issues as they occur. Its primary outcome is a group of Maritime FEs (Ships including RFA, Submarines, Naval Aircraft, Lead Commando Group etc) which have been integrated across all DLODs and which can subsequently undergo a FGen Process, to prepare them for operations as required.

DEPARTMENT OF STATE FUNCTIONS

20. The Department of State function comprises three elements that are underpinned by the Levene 'principle' of Holding to Account:

a. **Informing the development of Government policy** – including contributing to Defence strategy, capability development, national and Defence resource allocation and cross-Whitehall relationships. 1SL is the Nation's strategic adviser on maritime defence and security, and ACNS (Pol) supports him in this role, through:

- (1) Providing environmental and functional advice and understanding to MOD on the employment of the RN.
- (2) Providing situational awareness to 1SL and Navy Command of the MOD's strategic context, issues and risk.
- (3) Influencing MOD functions and processes that govern the RN, but for which the RN is not responsible.
- (4) Collaborating with other single Service staffs to provide coherency between the Services.
- (5) Contributing to CDS' formulation of military strategic advice, and advising the Defence Board on the RN perspective as it relates to departmental strategy and high level requirements setting.

b. **Effective and efficient allocation of resources** – including the development of affordable programmes to deliver defence objectives, development of the Command Plan and effective budgeting and financial management. This is resource and performance management; the overall concept, responsibility, process, governance and delegations which are detailed in this NCOM.

c. **Accountability to the public and parliament** – through our accountability to Ministers and PUS, discharging their accountability to Parliament for Defence activity. This includes the provision of advice to Ministers, parliamentary business (including answering of Parliamentary Questions (PQs)), public correspondence, Freedom of Information (FOI) requests, judicial engagement and crisis response. The majority of this output is non-discretionary, demand led and bounded in legislation or departmental obligations, often with rigid deadlines for responses and sign-off levels. The performance of the department in meeting these obligations is carefully monitored. There are two areas of particular note:

- (1) There is a mandated requirement for the provision of submissions to Ministers for Nuclear related incidents and certain security incidents, including unauthorised incursions into the Defence

Estate and compromise of highly sensitive material; all other submissions are made on a judgement basis, such as major policy changes, operational incidents, or reputational considerations. Lines to Take and Defensive News Briefs are generated as part of this process when required.

(2) The FOI Act 2000 establishes a general and statutory right of access to recorded information held by public authorities. The Act requires public authorities to consider requests for information held, received from anywhere in the world and is fully retrospective. The Information Commissioner's Office (ICO) oversees the administration of the FOI and Data Protection Acts and deals with appeals from applicants who are denied.

ASSURANCE

21. Assurance takes place at many levels, across all Programmes and DLODs, from that conducted at corporate level for the Programmes in the Portfolio (Section 5) down to Operational Assurance for Generating platforms (Paragraph 8), and Operating Assurance for safety (Paragraph 22).

ADDITIONAL NAVY COMMAND OUTPUTS

22. There are a number of other important functions that support Navy Command operations. These include:

a. **Responsibility and Accountability for Safety.** 1SL's Organisation and Arrangement Statement for Safety and Environmental management in the Navy Command Safety and Environmental Management System, BRd 9147, states the requirement to ensure that proportionate safety and environmental protection management positively contributes to the generation and sustainment of effective operational capability. ODHs provide assurance of this to 1SL through an annual report to the DG Defence Safety Authority, in his report to the Defence Board. The DSA also takes regulatory assurance of compliance with legislation and MOD policy through its domain-specific regulators: the Defence Maritime Regulator (DMR) for ships, submarines and diving; the Land Systems Safety Regulator (LSSR) for fuels and gas safety, Land Systems Equipment and Movements and Transport; the Defence Nuclear Safety Regulator for nuclear propulsion and weapons; the Defence Ordnance Safety Regulator for all explosives and ordnance safety; and, the Military Aviation Authority.

b. The Operating Duty Holder (ODH) takes assurance from the FGAs that the requirements of the safe-defined Operating Envelope, as detailed in the Operating Safety Case, are being met. Where this cannot be assured, or where for an operational imperative the capability is operated outside of the Safety Envelope, the ODH is required, where time and security constraints permit, to assess and mitigate the additional risks and ensure the operational Chain of Command is advised of any constraints. It is the responsibility of the operational Chain of Command to decide on the tolerability of any additional risk against the operational imperative. Operating Assurance, which provides the understanding against the Safety Envelope, is vital to the safe operation of the Service's platforms and is provided by the Duty Holder.

- c. **Media/Comms.** The core business of the RN Media, Communications and Engagement department is the promotion and protection of the RN's reputation. In addition, the department is responsible for the provision of media and communications output and management, advice and support to the wider Naval Service, internal communications and the execution of the RN Communications Strategy. Photographic Branch and Media Operations Specialists are administered, trained and deployed on operations in support of the Naval Service worldwide.
- d. **Security.** The Principal Security Advisor (PSyA) to the Navy Command TLB is responsible for overseeing the security risk management of all Fleet units, in accordance with MOD security policy, including the maintenance of agreed security standards. 1SL has directed that security features strongly across all areas of Navy Command, each 2* receiving a Letter of Delegation as 2* Security Risk Managers, with responsibility for all aspects of security within their area. A Security Coordination Group (COG Sy), chaired by NC PSyA, represents all 2* areas through the OF5 level and sits on a quarterly basis.
- e. **Policing.** The Provost Marshal Navy (PM(N)) is the Competent Authority for all RN Police criminal and disciplinary investigations in the Naval Service, and is responsible to the Defence Council through the Admiralty Board for the conduct and direction of such. The post holder has a duty to the Defence Council to ensure that all such investigations are conducted independently of the chain of command and are free from improper interference. PM(N) is responsible for the delivery of the RN Police Mandate, including the creation and application of RN Police strategy, policy, and technical direction.
- f. **Chaplaincy.** The Chaplain of the Fleet ensures that the spiritual and pastoral needs of all Service personnel, including those of the main World Faiths and those of none, are met. The Chaplain of the Fleet is also charged with meeting the spiritual and pastoral need of all Naval families and by working strategically and collaboratively with other caring agencies, both internal and external, to enhance the readiness and resilience of our people and their families.
- g. **Information.** ACOS IS is the RN Chief Information Officer (CIO), a role which he exercises across the Maritime Environment.

NAVY COMMAND OPERATING MODEL DESIGN PRINCIPLES

- 23. The NCOM has been designed according to the following principles:
 - a. **Single point accountability** for each element of capability and/or function which should be the focal point for decision making.
 - b. **Empowerment** of people to take decisions in their area of responsibility, and **Holding to Account (H2A)**.

- c. A **platform centric** approach to capability management with DLODs/Cross-Cutting Enablers as supporting elements underpinning capability development and delivery.
- d. **Financial and performance (military capability) management** must be integrated within the same governance structures, with a clear approach to investment decisions.
- e. The organisation must be coherent, using **simplified and standardised processes** to build the right information across programmes, that should be widely shared and distributed.
- f. **Structured relationships** are created and maintained with trusted delivery agents and other Commands.
- g. Sustainability will be achieved by **developing** the **skills** of our people.
- h. Management Information will be from multi source in to a common system such that there is a **single view of the truth** shared across the Command and its suppliers.
- i. Bringing **clarity of how interfaces work** such as between Programmes and enabling functions, or Programmes and DE&S.

SECTION 4 – ORGANISATION STRUCTURE, ROLES AND RESPONSIBILITIES

STRUCTURE

1. The high level organisation structure is shown in Figure 6 and the footnotes¹ below.

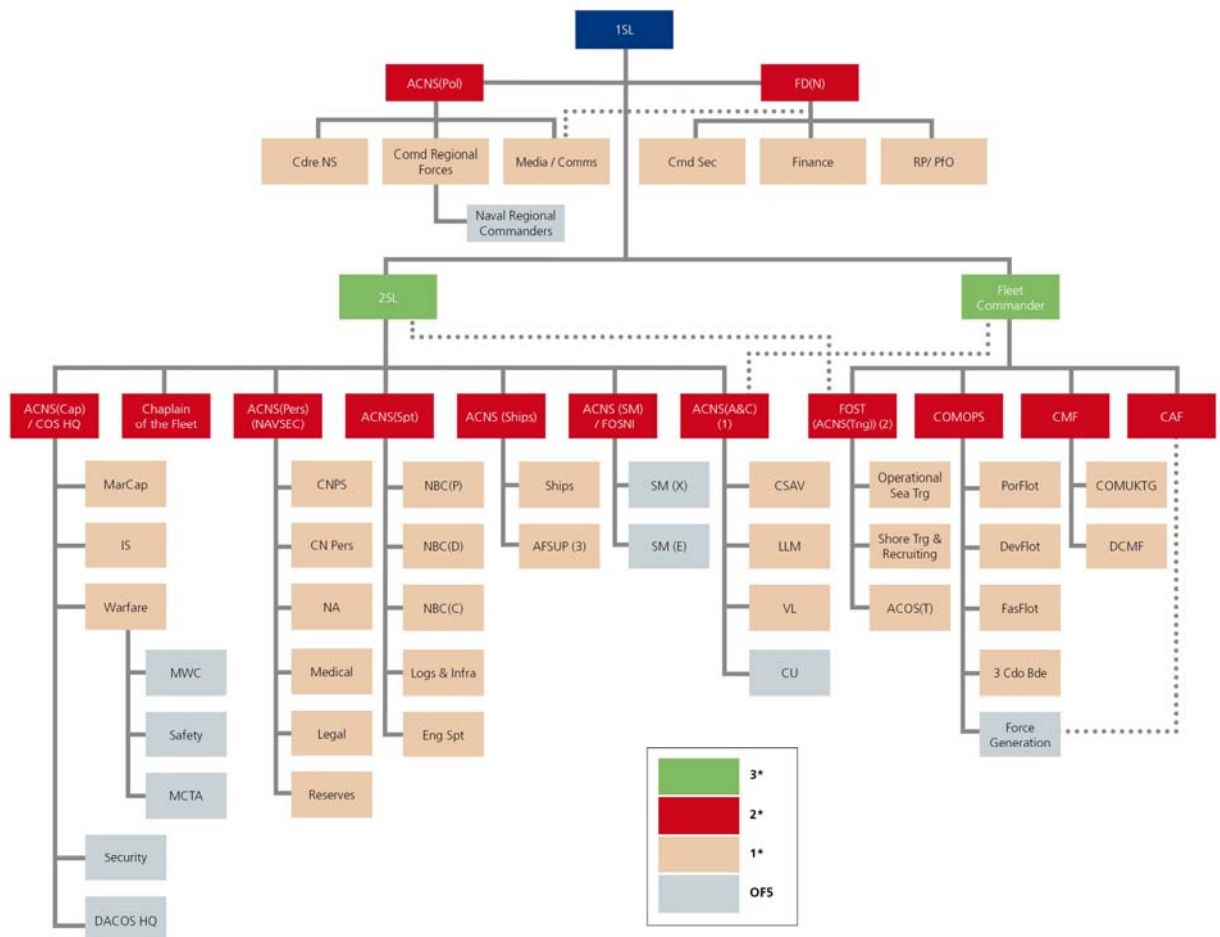


Figure 6: Navy Command High Level Organisation Structure.

ROLES AND RESPONSIBILITIES

2. **Delegations and Command Responsibilities.** Full Command of the Royal Navy, as detailed in Queen's Regulations Royal Navy (QRRN) Art 0392, is vested in the First Sea Lord (1SL). He also has a delegation from PUS setting requirements for management of the TLB and delivery of the Command Plan. At 3* level there are 2 divisions:

1. ACNS (A&C), as the Aircraft Operating Authority, is functionally responsible to the Fleet Commander for aviation force generation and AOA duties.
2. FOST, as the Training 2* lead, is functionally responsible to 2SL for the Develop-Deliver functions of Shore Trg, Recruiting and Trg Policy.
3. Many 1* areas (such as CSAV, ACOS(W) and CN Pers) outputs and responsibilities that cut across the 2* and 3* boundaries.

- a. **Fleet Commander.** Responsible for the Generate and Operate functions under the new DOM. The Fleet Commander exercises Full Command (delegated by 1SL) of all Fleet Units, Battlestaffs, the Royal Fleet Auxiliary, Fleet Air Arm (including aviation FEs) and the Royal Marines with the aim of ensuring the generation of RN units for task in accordance with the Command Plan, and for the operational effectiveness and efficiency of the RN. As Deputy Chief of Naval Staff (DCNS)², Fleet Commander also supports 1SL in the delivery of his Intent, the Navy Board Headmark and Future Navy Vision.
 - b. **Second Sea Lord (2SL).** Responsible for the Develop and Deliver functions under the new DOM and the totality of Capability Management. 2SL is in charge of all aspects of RN capability covering all Programmes, ISCM and DLODs. 2SL leads the Strategic Headquarters of the Royal Navy. 2SL is also the Royal Navy's Principal Personnel Officer (PPO) responsible for maintaining the Moral Component of the Service now and in the future.
3. **2* Directorates.** It is this layer of management that exercises strategic oversight and portfolio-level responsibilities reporting to the 3*s in Navy Command, whilst interfacing externally with a variety of authorities outside the Command. Some 2*s are SROs; they may appoint Programme Directors. The summary of 2* responsibilities and their TOR are in the Annexes (Section 8), although one function of note is:
- a. **COS HQ.** COS HQ is responsible for the overall direction and coherence of NCHQ staff effort, and for driving continuous improvement across the HQ. This appointment is currently combined with ACNS (Cap).
4. There are two 2* posts that report directly to 1SL:
- a. **Finance Director (Navy) (FD(N)).** FD(N) is the Senior Finance Officer and Civilian Workforce Advisor to 1SL. FD(N) is also responsible for the conduct of Ministerial and Parliamentary business.
 - b. **ACNS (Pol).** ACNS(Pol) is 1SL's agent in the MoD, Whitehall and London supporting national strategy and policy development; and is also responsible for Regional Forces, Media & Communications, and for the RN's engagement with international partners.

CAPABILITY MANAGEMENT / P3M FUNCTIONS

5. **Capability Sponsor.** ACNS Cap is the capability Sponsor for all capability requirements, through life, that are met through programmes overseen by the Deliver 2*s (Ships, SM, A&C) for which the SROs and RSOs are responsible. Although the need for a requirement change can be identified and proposed by anyone involved in capability management, the requirement is still sponsored by ACNS Cap, who must agree the requirement change. Major changes in capability requirement will be identified through policy change driven by the NSS / SDSR, the Capability Audit and the review of operational performance.

² The role of DCNS is personally delegated by 1SL and is not tied to the Fleet Commander post.

6. **Warfare.** ACOS Warfare (ACOS(W)) is tasked with the setting, maintenance and monitoring of pan-maritime warfighting policy and operational capability. ACOS(W) provides the 1* warfighting link with the JFC and primarily operates in the Operate and Generate domains providing advice to the Fleet Commander on the Navy's ability to fight and win. The role also reaches into the Deliver space and he executes this primarily through the 1* ISCM Warfare Coherence Board and supports the Deliver and Develop functions more broadly with warfighting advice. ACOS(W) is also responsible for the provision of platform level doctrine with authority to draw on the necessary subject matter experts to deliver this.

7. **Portfolio Director.** COS HQ is Navy Command's Portfolio³ Director, responsible for the Portfolio Strategy on behalf of 2SL, high level Portfolio Definition and Portfolio Delivery: he provides clear leadership and direction through its life. The NCOB is also the Portfolio Direction Group, supported by the Portfolio Management Group (PMG). The FNCP, supported by the Command Balance of Investment process, is the embodiment of this Portfolio Direction role.

8. **Portfolio Manager.** The Portfolio Manager is currently ACOS RP, who heads the RP, PfO and COE functions and chairs the PMG. The Portfolio Manager is responsible for:

- a. Advising COS HQ and the NCOB, on behalf of the Portfolio Management Group, on the performance of the overall Portfolio and the effective and efficient operation of portfolio management practices;
- b. Regular progress reporting against the progress delivery plan (the FNCP), in the form of a dashboard report, covering milestones, benefits, risks and budgets [PfO];
- c. Providing guidance on the production of business cases and other submissions [COE];
- d. Planning and conducting stage/phase gate reviews and portfolio level reviews [COE]; and,
- e. Leading the *process* (not the choices) to inform balance of investment decisions across existing and proposed Programmes and Projects, in conjunction with MarCap and the 2* Directorates, to develop the Command Plan [PfO].

9. **Portfolio Benefits Manager.** Currently DACOS HQ, the Benefits Manager:

- a. Ensures that a consistent and effective approach to benefits management is applied across the portfolio, including the classification and valuation of benefits in business cases;
- b. Ensures that reviews of benefits takes place at stage/phase gates and at portfolio level; and,
- c. Arranges for the tracking the benefits in the portfolio dashboard report.

³ The Maritime Portfolio is the entirety of the Programmes that Navy Command is responsible for delivering, this includes: developing concepts and bringing new capabilities in to Service, In Service Capability Management, and Business Change.

10. **Portfolio Office (PfO).** The PfO manages NCHQ investment across Future Capability, Business Change and ISCM Programmes, and brings core business skills to the NCHQ providing the expertise that enables the shift towards a strategic HQ focused on managing Programmes and Projects within financial constraints rather than the day-to-day tactical management. The PfO primarily manages the Portfolio Management Process (shown in Figure 7), whilst it also focuses on improving business skills across the directorates. The elements that make up the PfO are:

- a. **Portfolio Management Function.** The Portfolio Management function is responsible for working with the Programme Managers and SROs/RSOs to: understand & prioritise candidate change requirements; advise executive Boards on Balance of Investment (BOI) options with associated delivery risks; constructing a Navy Portfolio Delivery Plan and governance which includes managing and maintaining Mandates to deliver agreed plans and benefits. Delivery performance against the plan is tracked by the PfO to provide the Executive Boards with potential opportunities to re-balance to reflect changes in requirement, financial opportunities and pressures.

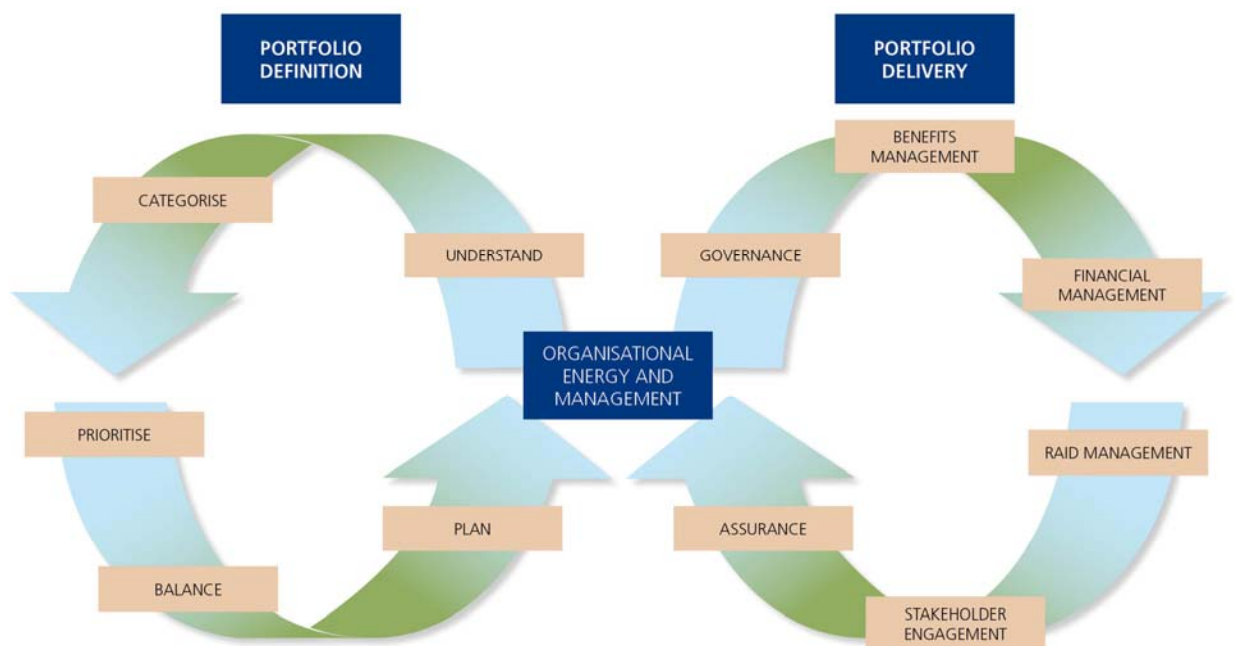


Figure 7: Generic Programme Organisation Structure.

- b. **Plans.** The Plans function leads on development and reporting of delivery against the Command Plan on behalf of 1SL. Once the plan is agreed the focus is preparation of quarterly reports to Head Office against delivery of NBSOs, and reporting TLB risks (the Quarterly Performance and Risk review (QPRR)) through the NCOB and NAVB. The function is also the Secretariat to the NCOB and NAVB (when QPRR is presented) and for 1SL's H2A with PUS.

- c. **Analytics & Business Intelligence Team.** The Analytics & Business Intelligence Team (A&BI) provide timely and accurate data, collating and/or producing briefing packs to support evidence based decision making;

this specifically includes the QPRR for the NCOB and NAVB. The A&BI owns, on behalf of COS(HQ), the Navy Command MI strategy, policy and assurance. Activities include ensuring all MI and data sources are MoD Compliant, auditing the MI landscape and scrutiny of all new BI/MI requests. The team also undertakes routine and ad-hoc data analysis in order to provide information for higher management, corporate staff and external stakeholders.

11. **SROs/RSOs.** Each Programme has a Senior Responsible Owner (SRO) (or Responsible Senior Owner (RSO) for In-Service Programmes) appointed by letter with a Mandate setting the benefits required and constraints on the Programme. SROs for Major Projects (as defined in the Government's Major Project Portfolio (GMPP)) are in a special position in that they are expected to account for and explain the decisions and actions they have taken to Parliament. More detail on this is in the Annex at Section 7.

12. **DLOD/Enabling Function Owners.** The DLOD/enabling functions⁴ are all led by 2*'s who are responsible for supporting the Programmes in the Portfolio, other Commands requiring Naval input, and for the overall management of the function including policy development and associated assurance. Within Navy Command the 2* owners and 1* leads as shown in Table 2.

DLOD	DLOD OWNER	DLOD Delegated Lead
Training	ACNS(Trg)	ACOS Trg
Equipment	CE DE&S	PTLs ⁵
Personnel	ACNS(Pers)	CNPS
Information	ACNS(Cap)	ACOS IS
Doctrine &	ACNS(Cap)	ACOS Warfare
Concepts	ACNS(Cap)	ACOS MarCap
Organisation	COS HQ ⁶	DACOS HQ
Infrastructure	ACNS(Spt)	ACOS L&I
Logistics	ACNS(Spt)	ACOS L&I
X-Cutting Enabler (XCE)	XCE Owner	XCE Delegated Lead
Engineering Support	ACNS(Spt)	ACOS ES
Naval Bases	ACNS(Spt)	ACOS ES
MCTA	ACNS(Cap)	ACOS Warfare
Science & Technology	ACNS(Cap)	ACOS MarCap

Table 2: DLOD and Cross Cutting Enabler Owners.

13. **Programme Teams.** Each of the SROs/RSOs appoints a Programme Manager or ISCM Manager for their Programmes. The Programme Managers are supported by Programme Support Function (PSF) staff that are allocated to the Programmes by the CoE, and will set up actual or virtual Programme Offices to meet their requirements. The Programme Offices draw on, and feed information to, the Portfolio Office such that there is a single agreed set of MI. The Programme Boards are supported primarily by their own Programme teams whilst their output goes to the PfO. A generic model is at Figure 8 within which are the following core functions:

⁴ Definitions of the DLODs/enablers are in the Annex.

⁵ In the main SROs/RSOs engage direct with DE&S to agree the Equipment requirement which is captured in the relevant CASP Annex (Section 5 has more detail). Additionally for pan-Programme issues ACOS(ES) has an over-arching advisory role.

⁶ For activity within the HQ. Organisation changes for new platforms, equipment or DLODs are owned by the responsible 2* Directorate.

- a. **SRO/RSO.** Ownership, accountability, leadership, direction & guidance, governance and decision making.
- b. **PM/ISCM.** Management, programme delivery responsibility, control, cohesion, priority setting and stakeholder engagement.
- c. **Requirements Management.** Benefits & Key Capability Requirement (KCR) management, assumptions, dependencies, requirements and scope.
- d. **Capability Subject Matter Experts (SMEs).** Pan-DLOD/enabler delivery responsibility for group of individual S9 / P9 lines, risk management, related capability policy (e.g. BRs / CONUSEs) and capability descriptors - ensuring “safe & capable” output.
- e. **Programme Management Office (PMO).** Performance analysis, programme planning, management accounting, benefit & risk monitoring. information management, secretariat, librarianship, configuration management and tools expertise.

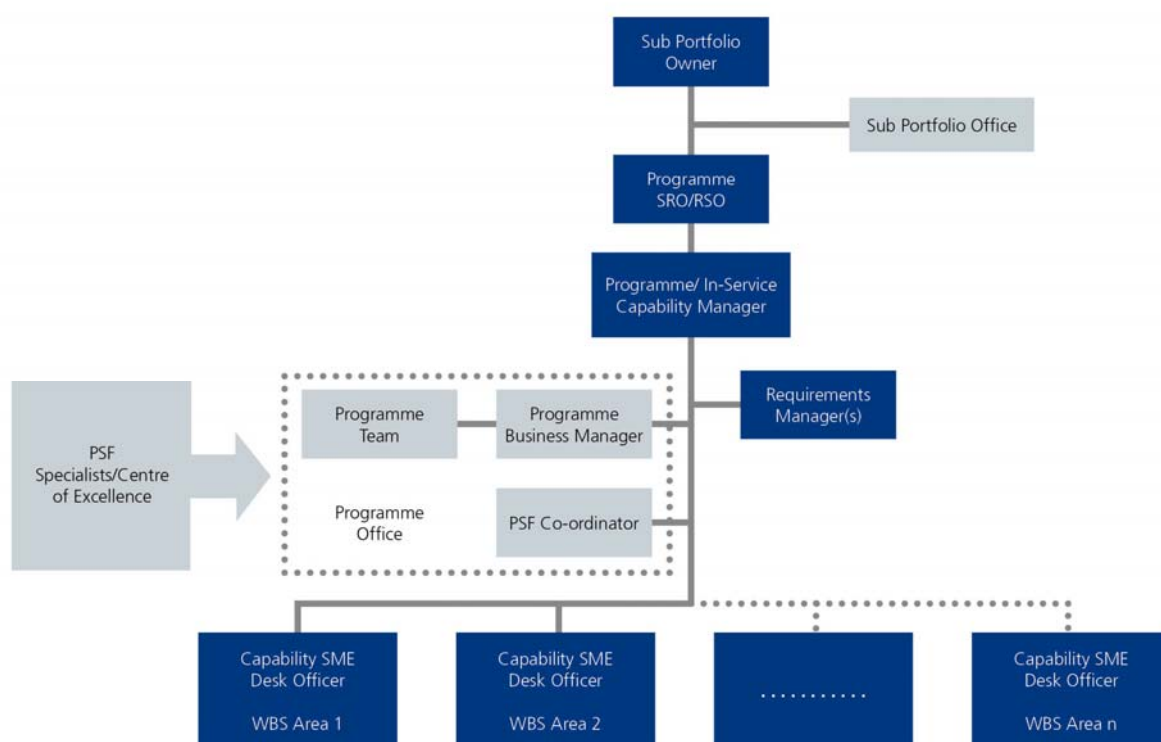


Figure 8: Programme Team Structure – Generic Model.⁷

14. **Central Programming Function.** The Central Programming Function (RP) is responsible for the high level allocation of funding across the TLB, advising the Portfolio Manager / ACOS(RP) on the allocation of the TLBs funding lines (P9, S9 and Op Costs) across the Portfolio and other resource consuming areas for years 1-10. With Finance (para 17) support, the Programmers maintain oversight on the overall TLB performance against resource allocation working with DACOS HQ /

⁷ WBS - Work Breakdown Structure: This is collection of tasks that are needed to be performed broken down by position and the subsequent assignment of roles and responsibilities to these tasks.

Portfolio Benefits Manager, the Programme Managers, other Budget Holders and key suppliers (eg DE&S), to understand financial risks and opportunities. This function also leads the Annual Budgetary Cycle (ABC) process, setting the conditions and shaping the plan, developing packages of measures with MarCap, prioritising and programming them for submission to Centre for the annual Options process, and informing the 5-yearly SDSRs.

15. **P3M Centre of Excellence (COE)** The COE has the following functions:

- a. **P3M Policy and Assurance.** On behalf of COS HQ, manage and maintain all P3M related Policies, Processes, Documents and associated Tools. In addition, undertake objective assurance of the Programmes within Navy Command to ensure that delivery is in line with reports, and that application of principles, approaches and templates are compliant with Navy Command direction.
- b. **Organisational Learning.** Oversight, administration and management of the skills development and maintenance, in the HQ, that is necessary for Programme and Capability management; noting that responsibility for ensuring learning takes place lies with line managers and relevant Skills Champions⁸. In addition, develop and maintain an on line knowledge management facility, including access to P3M information and guidance.
- c. **Specialist Support.** Provision of a bank of P3M and associated discipline specialists to provide support, advice and guidance to the Programmes and the Portfolio Office.
- d. **Programme Support Function.** Provision of a bank of Programme Support Specialists, centrally managed against Portfolio priorities, for embedding in the individual Programmes to provide administration, librarianship and other support functions.

16. **HQ Management Team.** The HQ Management Team, under DACOS HQ, works to COS HQ to oversee the HQ's battle rhythm and coherence of Navy Command's activity.

17. **Finance.** The Finance function includes the central finance teams and the finance planners embedded in the 2* Directorates. It is responsible for advising the Finance Director and Budget Holders, including equipment programmes/projects, on the financial position (both current and forecast). In doing so, the team advise on the propriety, value for money and affordability of proposed income and expenditure and act as the financial approving authority within delegated limits. The team also has the lead for the TLB efficiency programme. The finance team incorporates the Approvals Secretariat team, which directly supports the Finance Director's Approving Authority responsibilities, the Corporate Governance team and a small Acquisition Support team. More generally the function undertakes costing, investment appraisal, decision support, budgeting, accounting and financial reporting and control activities. It maintains the TLB's financial systems/models, leads on the provision of financial

⁸ As the policy owner COS HQ is supported by the following Skills Champions:

- Finance Skills Champion – Deputy Finance Director (RN)
- Commercial Skills Champion – Commercial Director (RN)
- P3M Skills Champion – Head of CoE

skills and training activity and leads on the implementation of departmental financial change initiatives as they impact on the TLB.

18. **Civilian HR.** Civilian HR support comes in 3 main ways:

- a. The Civilian HR Business Partner (HRBP) is responsible for providing high level strategic advice to senior management for HR projects, changes within an organisation, HR policy reviews, overall assurance against Civilian HR policy and other strategic HR issues. The HRBP identifies HR issues but management retains responsibility for addressing them. The HRBP also undertakes Strategic Workforce Planning in support of FD(N). This entails identifying the future size and composition of the civilian workforce, critical skills areas and interventions/solutions.
- b. The Navy Command Civilian Workforce Team (part of Navy Command Secretariat) who focus on, and oversee, various TLB business issues such as, recruitment approvals (Recruitment Exemptions process for filling posts), the provision of advice on Employee Relations including engagement with the Trades Unions and the Whitley process, and a weekly cascade of information to highlight important issues that affect civilian staff and their line managers.
- c. Daily transactional HR services that are provided by Defence Business Services.

19. **Commercial.** The commercial function consists of commercial and procurement practitioners embedded within the business. They are required to exercise professional commercial judgements and put in place legally compliant and effective contracts. The commercial team provide an intelligent role helping capability areas shape a requirement such that the procurement challenge and contracting approach is both legally compliant and deliverable. They advise and support capability teams on issues of failing DE&S performance, and provide an interface to DE&S commercial teams to bring forward solutions to those issues. The commercial function also act as scrutineer, reviewing the commercial integrity of DE&S business cases, in their capacity as the senior commercial advisor to the Command.

20. **Command Secretariat.** The Command Secretary is responsible for supporting the FD(N) in the delivery of the Department of State function through the Command Secretariat. He is also: the Deputy Civilian Workforce Advisor; and, accountable for Publications and Graphics, and Business Services (Security functions, Facilities Management and Travel). The Secretariat is responsible for advice to Ministers, Parliament, media and the public. Parliamentary work takes precedence over all other Departmental business, with the exception of Operations as directed by Secretary of State and Service Chiefs.

ADVISORY ROLES

21. There are 2 types of advisory role held by some officers of 1* and above in addition to their core functions:

- a. **Heads of Fighting Arm.** The Heads of Fighting Arm (Rear Admiral Surface Ships, Rear Admiral Submarines, Commandant General Royal Marines, Rear Admiral Fleet Air Arm, Commodore of the Royal Fleet

Auxiliary, Commander Maritime Reserves) are responsible for overseeing all matters within their Fighting Arm in order to advise and assist Fleet Commander in commanding the Fleet and 2SL and the SROs/RSOs in the delivery of the Portfolio.

b. **Heads of Branch.** The Heads of Branch (CNXO, CNEO, CNLO) are responsible for overseeing all matters within their profession in order to advise and assist Fleet Commander in commanding the Fleet and, 2SL and the SROs/RSOs in the delivery of the Portfolio.

SECTION 5 – GOVERNANCE & HOLD TO ACCOUNT PROCESS

HOLDING TO ACCOUNT BY HEAD OFFICE

1. Navy Command's governance process has been designed to enable clear responsibility and accountability with a robust H2A process delivered through a battle rhythm that supports strategic decision making and balance of investment choices. The key elements are the QPRR and the H2A process which are coordinated by the PFO on behalf of 1SL. 1SL is required to submit a H2A report 4 weeks after the end of each quarter for analysis by MoD Head Office.
2. The H2A process enables dialogue between PUS (supported by CDS, DG Fin and possibly the lead Non-Executive Member) and CNS/1SL as TLB Holder (supported by FD(N)) on a quarterly basis. The dialogue (support and challenge) is enabled by the Command's (TLB's) report (narrative supported by evidence). It is designed to add value to both parties' understanding of:
 - a. Head Office perspective: enable PUS to form an opinion of how the Command is performing against the objectives it has been set; the issues (opportunities and threats (constraints / risks)) affecting its current and forecast performance; and where Head Office engagement could/should help.
 - b. Command perspective: inform Head Office (trust, assurance, compliance) exposing issues that will inform / shape decision making or where support (help) is sought. Put very simply, it is an opportunity for the Command to make its case informing Defence Board members.
3. Enduring and transparent dialogue between Head Office and the Commands, and between Commands is an essential part of ownership and accountability. The flow of this dialogue is shown in Figure 9.

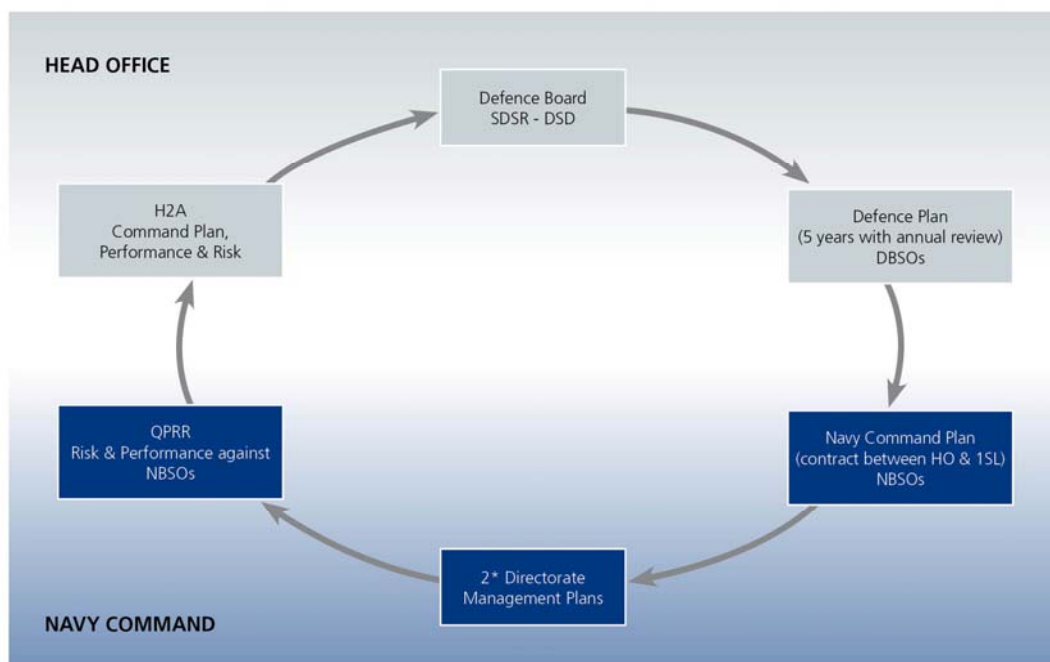


Figure 9: Information Flow between Head Office and Navy Command.

BOARD STRUCTURE

4. In support of Navy Command delivering mandated outputs, executive decision making is vested in the Board hierarchy shown in Figure 10. Headed by the Admiralty Board which provides strategic direction, the NAVB is 1SL's Board through which he carries out his responsibilities for governance of the RN. In particular, this covers the full range of Navy Command business including the reporting route for Operations, Policy & Strategy, Capability Management, and Executive Business. Only Department of State, policy and cross cutting issues requiring 3* or 4* decision should reach the FCB or NCOB (for decision or onward staffing to NAVB). Capability Mandate and Financial Delegation holders operate within the full range of their authority to deliver their Programmes; critical success is achieving the Effects¹ necessary to realise the Decisive Conditions² set out in the FNCP in order to deliver the Future Navy. When matters do need NCOB decision they are presented by Programme Boards through the QPRR process as risks, or through the PfO when Portfolio BOI decisions are needed, or as policy papers from the appropriate Board.

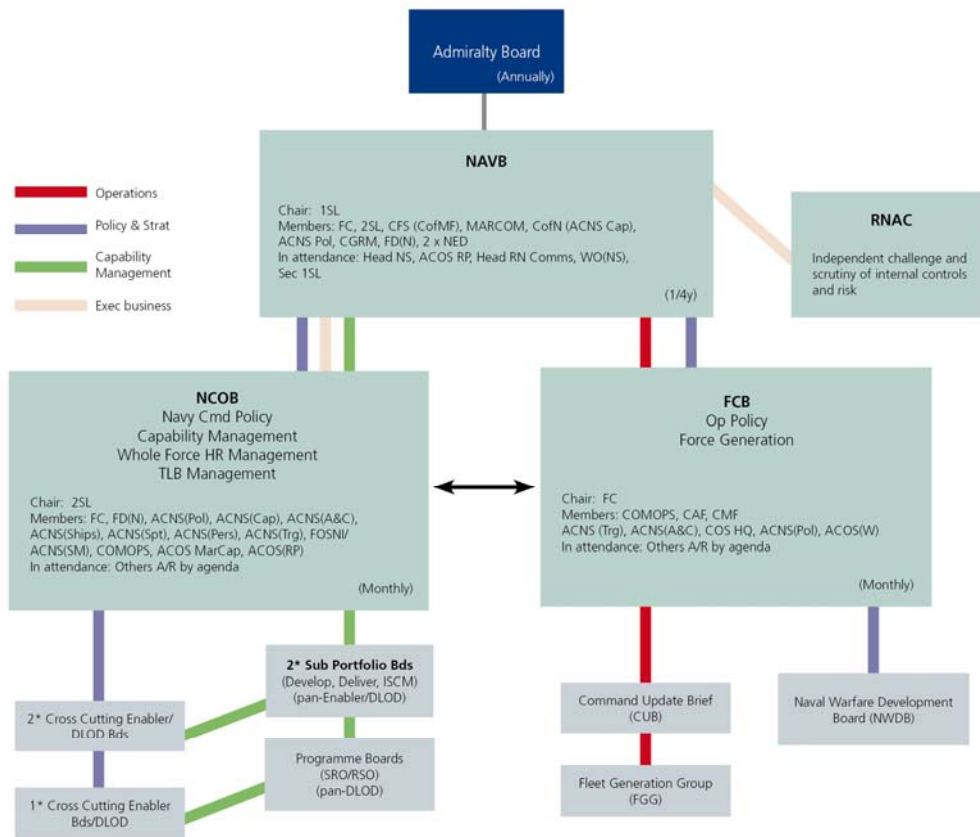


Figure 10: Navy Command Board Structure.

- a. **Admiralty Board.** The Admiralty Board is a legally constituted body, under direction of the Defence Council, that is charged with the administration of all matters relating to the Naval Service and has command over all RN and RM forces. Chaired by SofS with following members: Min(AF), Min(DP),

¹ AJP-5(JDP-5) article 0237 - A change in the behavioural or physical state of a system or system elements that results from one or more actions, or other causes.

² AJP-5(JDP-5) article 0237 - A combination of circumstances, effects, or a specific key event, critical factor, or function that when realised allows commanders to gain a marked advantage over an opponent or contribute materially to achieving an operational objective.

Min(DPV), Min(Lords), USofS, 1SL, Fleet Commander, 2SL, CFS (COMFleet), CofN, FD(N) and ACNS(Pol). Admiralty Board meetings normally take place annually in January, and the focus will be on identifying strategic naval issues for meaningful Ministerial engagement to inform future direction.

b. **Navy Board (NAVB).** The Navy Board is the Executive Committee of the Admiralty Board and its primary role is to assist CNS/1SL in discharging his executive responsibilities for the delivery of coherent military capability, the current and future fighting efficiency of the Naval Service and the morale of RN/RM/RFA personnel. ACNS(Pol), COS HQ and FD(N) meet as a “Trilat” to maintain coherence between 1SL and the 3 Boards: NAVB, NCOB and FCB.

c. **Royal Navy Audit Committee (RNAC).** The Royal Navy Audit Committee (RNAC) is a sub-committee of the Navy Board which provides independent challenge and scrutiny of the adequacy of internal controls and risk management processes within the Navy Command TLB. The Committee focuses on specific areas of risk to assure itself on the adequacy of the TLB’s internal control and assurance arrangements and thereby provide independent advice to the 1SL, as the TLB Budget Holder.

GOVERNANCE IN FLEET COMMANDER’S AREA

5. **Fleet Command Board (FCB).** The purpose of the FCB is to assist Fleet Commander in ensuring the effective generation and operation of all maritime Force Elements to meet the tasks, operations and standing commitments that Defence mandates of the Naval Service. It is about ensuring the Royal Navy is ‘fit to fight’. Responsibilities range from national and international commitments, through to contingency operations and the shaping of the future Navy from an operational perspective. The Board will also enable Fleet Commander to provide advice and recommendations to the NCOB on issues such as: the achievement of operational NBSOs and operational priorities for current and future operations, manning and potential BOI choices. It will also be a demanding customer of the Navy Command’s Capability and Development programme and provide advice and priorities for future development. The other key meetings are:

a. **Command Update Brief (CUB).** The CUB is principally a Generate/Operate update to the Fleet Commander. The CUB incorporates N/J 1-9 inputs, but principally fuses intelligence, the current operational picture and command assessments with the force generation forecast to facilitate the prioritisation of support to operations from the capability generation areas managed within NCHQ. Fleet Commander uses it to give direction and set short-term priorities. Periodically, an update to 1SL for the same purpose and following a similar format is known as an Enhanced CUB (ECUB).

b. **Fleet Generation Group (FGG).** Led by the Force Generation Capability Integration Cell, this group looks across the DLODs and prioritises their activities to meet direction given by the CUB.

c. **Naval Warfare Development Board (NWDB).** The NWDB is a 1* Board chaired by ACOS(W) with the Bde Cmdr, CSG and CATG as core members. It incorporates the RNDCC and is directly accountable to the FCB.

The NWDB's primary aim is to identify shortfalls in naval warfare (particularly policy, concepts and doctrine, and performance) and prioritise warfare development activity to address them, including through the Warfare Development Plan. The majority of the delivery of that activity falls to the Warfare Development Group, MWC, MCTA, MBS, Flotillas and Captains Warfare but also includes the Capability areas. The Board needs to understand the cumulative risk the Royal Navy carries in its ability to war fight and will make appropriate recommendations to the FCB.

d. **The Warfighting Council.** The Warfighting Council is an OF5 team of current 'warfare practitioners' in key warfighting OC related assignments. The primary purpose is to act as the warfare 'conscience' of the RN, by seeking to answer the question "*Are we ready to fight?*". It looks at objective evidence from the Front Line to support assessments of the current state of OC across the Naval Service and seeks to exploit identified opportunities for improvement and innovation. It reports directly to ACOS (W), the 1* NWDB, and in turn to the FCB.

GOVERNANCE IN 2SL'S AREA

6. **Navy Command Operating Board (NCOB).** The purpose of the NCOB is to assist 2SL on delivering his responsibilities for policy, capability management and TLB management. This is a risk based decision making board dealing with matters outside or crossing 2* delegations. Much of the H2A activity will take place outside of the board. The Board uses the FNCP³ as the framework for taking a Pan-Programme and Pan-DLOD view of the Portfolio to focus the BOI decisions on delivering the Future Navy. A key output of the Board is an agreed QPRR, by which the Centre holds NCHQ to account. The NCOB also focuses on safety by capturing fully and robustly significant safety or environmental protection risks against the generation and sustainment of operations. The NCOB TOR is at the Annexes (Section 7).

7. The Capability Management Governance structure that sits beneath the NCOB is shown in more detail in Figure 11. The Boards and Groups are also explained in greater detail in the Annexes identifying where each Programme and In Service capability is governed. In broad terms the OF5 CPGs and AWGs operate at Project level, 1* boards take a Programme view, whilst the 2* boards look across the Sub-Portfolio. The Boards and Groups are responsible for making decisions to ensure, against the FNCP framework, delivery of Programme outputs to Performance, Cost and Time (PCT); and to understand and mitigate risks. Risks to PCT that cannot be accepted or sufficiently mitigated are to be elevated to the next level with those that impact on delivery of FNCP to reach the NCOB for decision (which is able to look across the Portfolio and best understand where risk can be taken and investment made or stopped). Decisions that cannot be made by the NCOB, or risks that impact Defence Final Outputs, are to be elevated by the QPRR process to 1SL and Head Office. The main Boards below the NCOB are:

³ The NCOB is supported in the delivery of FNCP by the PMG (para 7c)

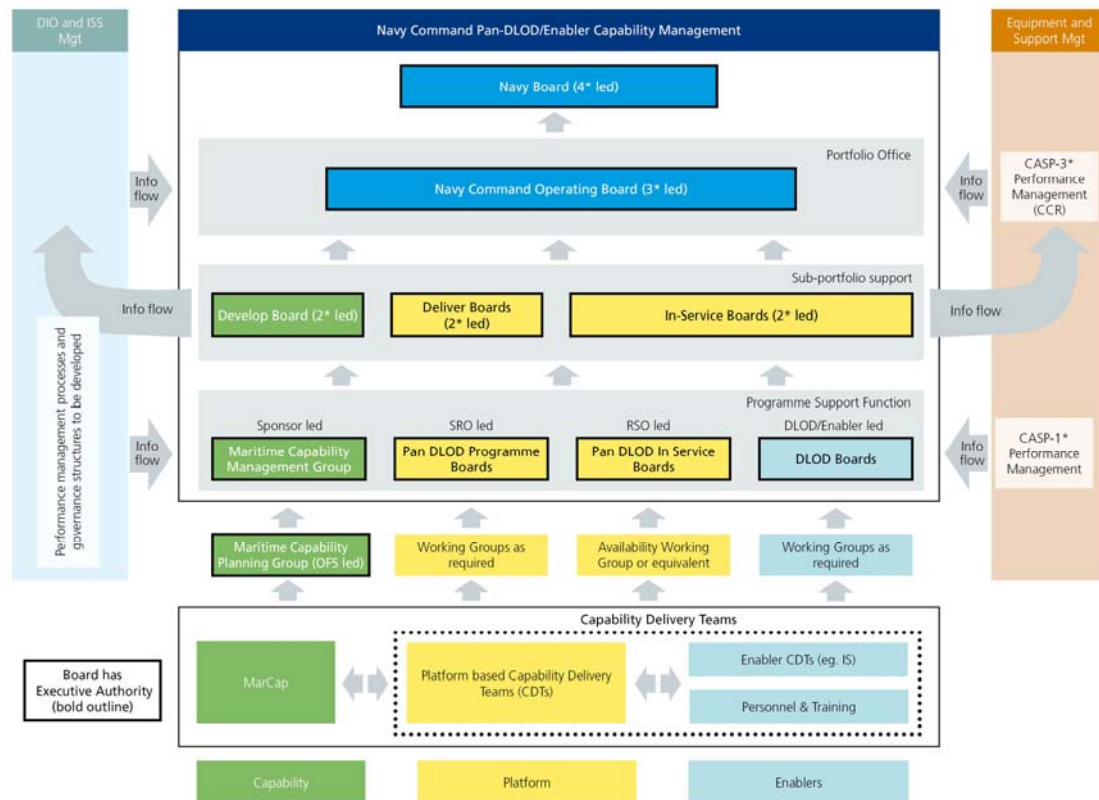


Figure 11: Capability Management Governance structure.

- a. **2* Boards.** The 2*s have oversight of all Programmes in their Sub-Portfolios; their reporting of risks, issues and performance is through 2SL's H2A process and then to the NCOB on all Sub-Portfolio matters (pan DLOD / Cross Cutting Enabler). The Cross Cutting Enablers are all represented at these boards and are responsible for delivering and reporting risk, against the agreed deliverables. There are separate Boards for Develop, Deliver and ISCM functions.
- b. **Programme & In-Service Boards.** The SROs and RSOs hold Programme Boards for the Projects in their Programmes and their reporting, where necessary, is to the Sub-Portfolio Boards on all Programme matters. The DLODs / Cross Cutting Enablers are all represented at these boards and are responsible for delivering and reporting risk, against the agreed deliverables.
- c. **DLOD / Cross Cutting Enabler Boards.** The DLOD / Cross Cutting Enablers hold Boards at 2* and/or 1* level (for example the Naval Service Personnel Board (NSPB)) where the requirements placed on their functions from all the Programmes is brought together for coherence and for managing policy issues within their responsibility. They may report to NCOB direct on pan Programme issues and matters of policy.
- d. **Business Change Boards.** A range of Business Change Programmes are governed through their own Programme Boards and overseen by the PfO as part of the overall Navy Command Portfolio. Any proposed change programme that has any implications for activity beyond its immediate chain of command requires approval from NCOB and is checked for coherence with delivery of outputs and the Future Navy Vision.

e. **Portfolio Management Group (PMG).** The PMG is a 1* level group, with delegated authority from NCOB, representing all the Programmes and Cross Cutting Enablers. Delegations may be issue based, or generic, with formal delegation flowing from the chair of the NCOB to the chair of the PMG. The PMG exercises routine management of the delivery of FNCP, manages risk and drives overall progress of behalf of the NCOB. Decisions that cut across 2* areas or require review of outputs are passed to the NCOB. The PMG undertakes the first stage of the BOI against Navy Command outputs. In its role monitoring FNCP the Group operates beyond the responsibilities of core members and as such has representatives from the Generate and Operation functions present. The PMG TOR is at the Annexes (Section 7).

HOLDING A PROGRAMME TO ACCOUNT WITHIN NAVY COMMAND

8. Within the Navy Chain of Accountability, an SRO/RSO is Held to Account (H2A) by 1SL through 2SL and the 2* Sub-Portfolio Holder (where the SRO is below 2*). For Programmes not mandated by the Secretary of State (or PUS on his behalf) the Mandates are issued by 2SL who authorises the Programmes within the Navy Portfolio on behalf of 1SL. These Mandates are prepared by the PfO on behalf of the Portfolio Manager who advises 2SL on the overall position and coherence of the Portfolio.

9. Alongside the Mandate the SRO/RSO is issued a letter of delegation from 2SL (on behalf of 1SL) and is tasked to deliver the Programme outputs and targets as effectively, efficiently and economically as possible. Specifically they are to deliver the required outputs and benefits within agreed Resource Control Total (RCT) and respond to RCT changes. These delegations are personal to the SRO/RSO and they are to ensure that expenditure is committed or incurred only in accordance with the terms set out in the letters of delegation. Subject to the constraints laid down within the letter of delegation, the SRO/RSO is authorised to trade formally across funding lines within his Programme and to propose trades affecting other Programmes or Projects within the Sub-Portfolio to the 2* owner. The 2*s can make trades within the Sub-Portfolios whilst any beyond the Sub-Portfolio can only be authorised by 2SL via the NCOB.

10. Maritime Capability, Trials and Assessment (MCTA) is mandated by the Navy Board to deliver pan-Programme / DLOD Acceptance Assurance support to ACNS Cap (as the Capability Sponsor) in pursuit of effective Navy Command corporate governance and H2A processes. As Navy Command's recognised, independent, technical assurance authority, MCTA should be engaged by all SRO/RSO to deliver Operational (Capability) Assurance, Operating (Safety) Assurance and Programme Acceptance Assurance, as appropriate, in support of their respective mandates; this encompasses the whole Acquisition Cycle and all phases/functions of the NCOM. This engagement should be directed through Capability Delivery Teams (CDT) / Project Teams (PT) and include evaluating all aspects of programme/project requirements and associated acceptance evidence in support of the Develop and Deliver functions. Assurance is delivered through a variety of means from individual MCTA inspection/trials reports, MCTA input to programme/project boards and the fortnightly MCTA Capability Acceptance Group (CAG) Report. Further detail is in the NCHQ Capability Management Handbook.

11. Business Change Programmes are also governed through the H2A process. Where business areas are considering a change that could impact on other parts of the Command, or its stakeholders, then approval must be sought from 2SL, through

the PfO, to set up a Programme. Once a Business Change Programme has approval a Mandate for the SRO/RSO will be prepared by the PfO for 2SL signature. Programmes are to have clear governance structures, agreed benefits realisation plans and clarity of the value before commencing. Importantly these Programmes are expected to deliver and embed the benefits before disestablishment.

12. In discharging their responsibilities, the SRO/RSOs are supported by Programme Managers and the PfO/COE in creating Programme Teams to manage the Programmes and any Projects required for their delivery. Programme Boards are set up, chaired by the SRO/RSOs and attended by all the DLOD / Cross Cutting Enabling functions required to deliver the Programmes.

INVESTMENT DECISIONS

13. Navy Command has a clear Vision for the future; the FNCP provides the plan but it needs difficult decisions to deliver it that will be taken through the ABC and BOI processes.

COMMAND BALANCE OF INVESTMENT (Cmd BOI)

14. The Cmd BOI is a discrete activity undertaken to assess the planned application of the Navy's financial and manpower resources against alternative approaches to deliver the Future Navy Vision; this activity is led by the NCOB upon NAVB direction (nominally on a rolling 3 to 5 year basis). The output of the Cmd BOI activity is a set of outline 'alternative futures' for the Navy, 10 to 20 years hence, each with sufficient structure, definition and credibility to allow consideration by NAVB. The Cmd BOI activity defines and assesses the alternative futures against the aspirations and challenges of the Navy, including FNV25, DSD and FNCP, whilst also evaluating alignment with known financial and manpower resource constraints. Once endorsed by the NAVB, the alternative futures inform subsequent interactions with SDSR and CSR, and define a balanced and affordable plan for the delivery of the Future Navy Vision.

15. In a phased approach, the NCOB explicitly consider the costs, benefits and risks of a wide range of both 'upwards' and 'downwards' Cmd BOI Choices created by the 2* areas; the totality of which represents the full extent of alternatives available to the Navy. The Cmd BOI activity uses Multi-Criteria Decision Analysis (MCDA) and Decision Conferencing processes and tools to assess, score and weight the Cmd BOI Choices against an NCOB agreed "criteria set" using a structured and transparent process. This activity develops a body of evidence against which strategic assessments can be made and allows Capability (via the Cap Audit), manpower and financial implications to be evaluated. ACNS (Cap), as the Sponsor and Capability Coherence Authority leads on developing the Cmd BOI approach, model structure and assessment criteria.

16. Cmd BOI provides the framework for major decisions necessary to deliver the future Navy.

ANNUAL BUDGETARY CYCLE (ABC)

17. Navy RP has to justify consistent and sufficient central government funding of the Maritime Domain whilst ensuring that Navy Command uses its scarce resources to deliver value for money in the widest sense. The justification is maintained over the long term through the ABC, which scrutinises and prioritises new requirements

whilst simultaneously challenging the Command to reduce costs where possible. Using the output of the Capability Audit and progress against the FNCP, the BOI process (supported by the PfO) informs the PMG and NCOB decision making throughout the ABC. This is shown in Figure 12.

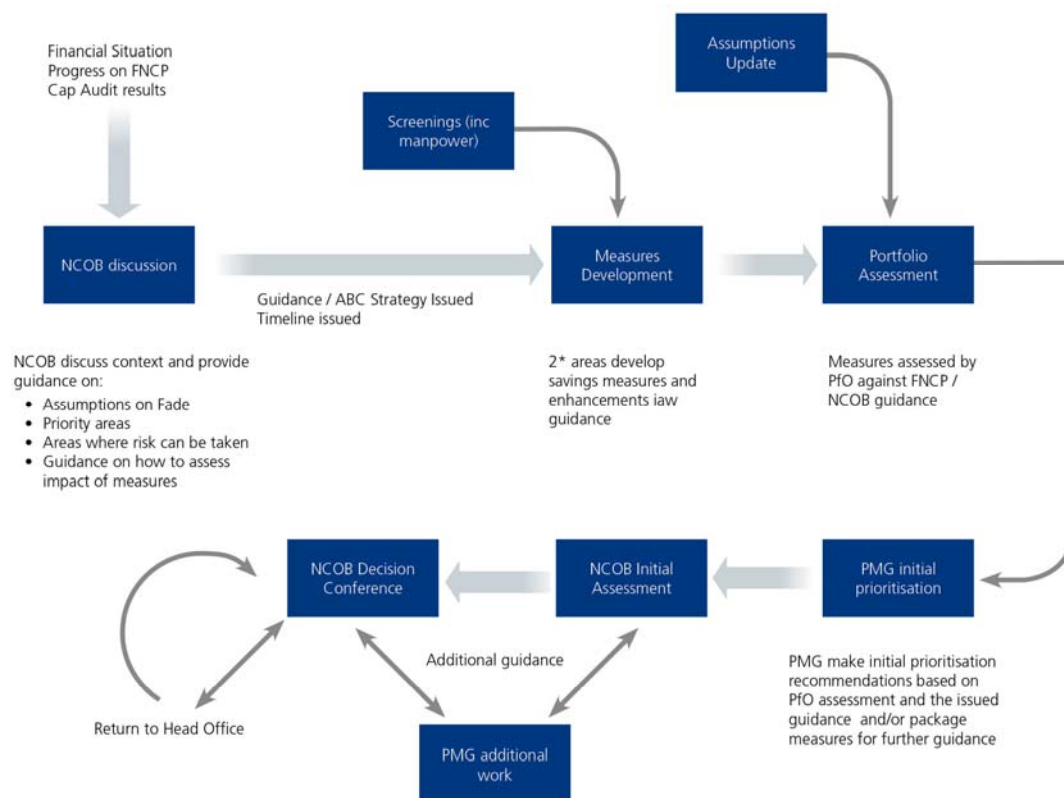


Figure 12: Annual Budgetary Cycle.

RESOURCE CHANGE PROPOSALS

18. Organisations wishing to change their resource positions or make changes to their outputs, including Establishment (Personnel) changes (either military or civilian), complete a Navy Command Change Proposal Form (CPF) and submit it, with any relevant supporting documentation⁴, to the PfO. Any implications for, or impact on, the delivery of FNCP must be reflected. The CPF may be held for the next ABC (especially for larger changes), but where more urgent and small scale the PfO considers the case for change.

19. All proposed changes to the military Establishment need to be accompanied by a suitable Compensating Reduction (CR) in order to generate the necessary financial and liability headroom to create any new post. For civilian and Full Time Reserve Service (FTRS) manpower changes, headcount numbers are more flexible and where financially compensated can generally be approved. CPFs for military staff that are presented with a like-for-like CR are normally swiftly processed. This re-brigading requires work to be done by the sponsor before starting to prepare CPF paperwork, to identify posts within their 2* area that are less important than the post that is proposed for introduction.

⁴ Establishment Amendment Form, Business Case and any relevant supporting papers.

20. Change proposals that are not fully compensated will usually be rejected and returned to the sponsor⁵ unless it has been demonstrated that there is a requirement sufficient for the proposal to be elevated to the Military Judgement Panel⁶ which will then look for CRs across the TLB using a P&G process⁷. Where the change is of sufficient impact the PMG or NCOB may be required to identify areas that can provide the compensator; also, where there is impact on FNCP the PfO refers the proposal to PMG and NCOB for approval.

BATTLE RHYTHM

21. There is a formalised and auditable H2A process based upon the mandated outputs of each Programme. The SRO/RSOs are H2A against the agreed levels of Performance, Time and Cost by their 2*. There are then a H2A discussions between 2SL and each 2* about the management of Risk in their areas, informing and supporting the boards but also taking as many decisions outside the NCOB as appropriate. These H2A sessions are programmed about 4 weeks before each NCOB. The battle rhythm for these Boards and discussions is shown in Figure 13. Capability Management Governance follows a 6-monthly cycle, focused around Risk, fitting into the QPRR reports for 1SL's H2A by the Head Office. The detail of the engagement with other TLBs is covered later in this chapter.

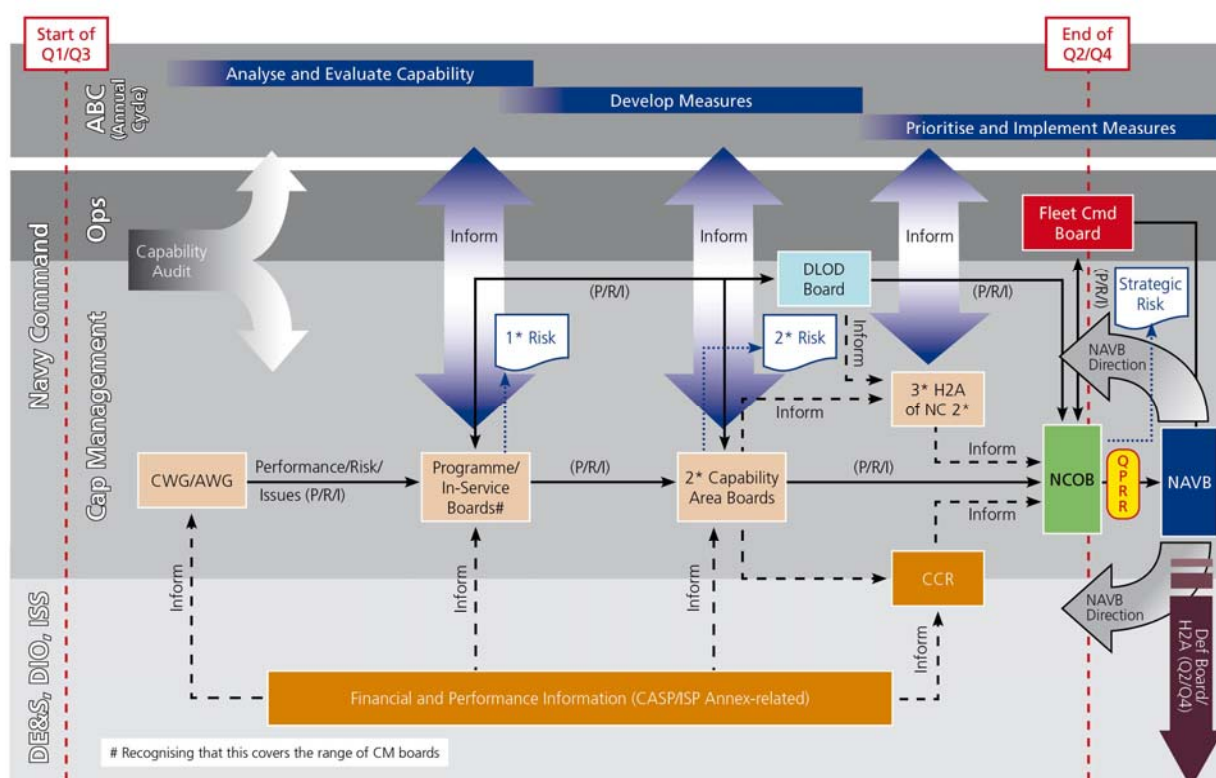


Figure 13: Navy Command Governance Battle Rhythm.

⁵ Unresolved CPFs for Establishment changes are reviewed monthly by the Military Manpower Working Group and the Civilian Manpower Working Group, and military post changes may be referred on for further guidance from the Navy Manpower Working Group (NMWG).

⁶ Constituted from key members of the PMG.

⁷ RNTM 177/14 (Single Manpower Change Gateway) details the process and requirements for a CPF to follow the Red Route for re-prioritisation of posts across 2* areas.

PERFORMANCE MANAGEMENT PROCESS

22. There are a number of different but inter-related Performance Management processes supporting the Battle Rhythm, HQ decision making and governance. These processes are coordinated and managed by the RP/PfO team on behalf of COS HQ to support the HQ in maintaining a balanced portfolio, manage risk and prioritise the use of resources. It is important that when new requirements arise that they are managed within the existing governance framework rather than by generating new processes. Figure 14 shows the Battle Rhythm with the performance and risk reporting information flows overlaid.

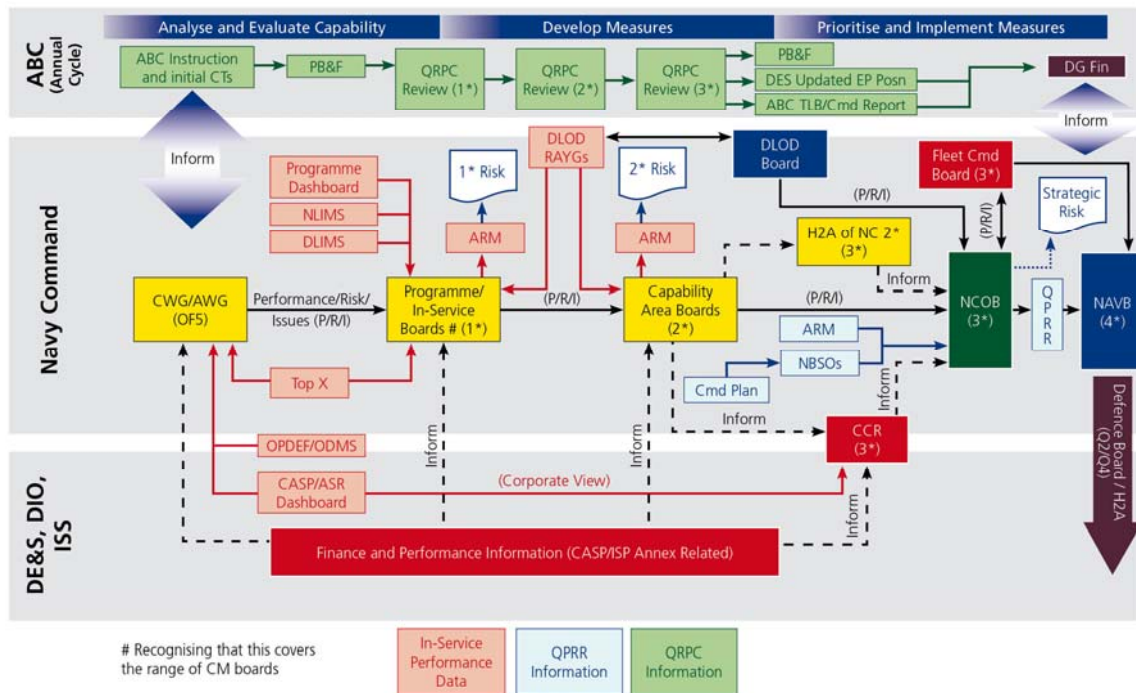


Figure 14: Navy Command Performance and Risk Information Flows.

RELATIONSHIP BETWEEN THE PROGRAMMES AND DLODs / CROSS CUTTING ENABLERS

23. The SRO/RSO is responsible for articulating the requirements on each of the DLODs⁸, probably through the Programme Manager, such that Business Agreements can be made between the SRO/RSO and each of them. Whilst the DLODs are delivering within those agreements it is incumbent on the SRO/RSO to establish that the provision is sufficient for successful Programme delivery as directed in the Mandate and guided by FNCP. The DLODs are responsible for highlighting any shortfalls in performance, time or cost; or risks to the Programme arising from their areas. Where the delivery rests on an external agency, such as DE&S, then it is the respective DLOD that is responsible for monitoring the delivery and to capture that within the periodic reports to, or meetings with, the SRO/RSO. This relationship between the Programmes and DLODs is illustrated in Figure 15 whilst the principles by which the relationships are managed are in Section 6.

⁸ For ease of reading in this section, the use of DLOD should be taken to include Cross Cutting Enablers.

24. The inter-dependencies between Programmes and DLODs is shown in the model at Figure 16 with an emphasis on the flow of these requirements.

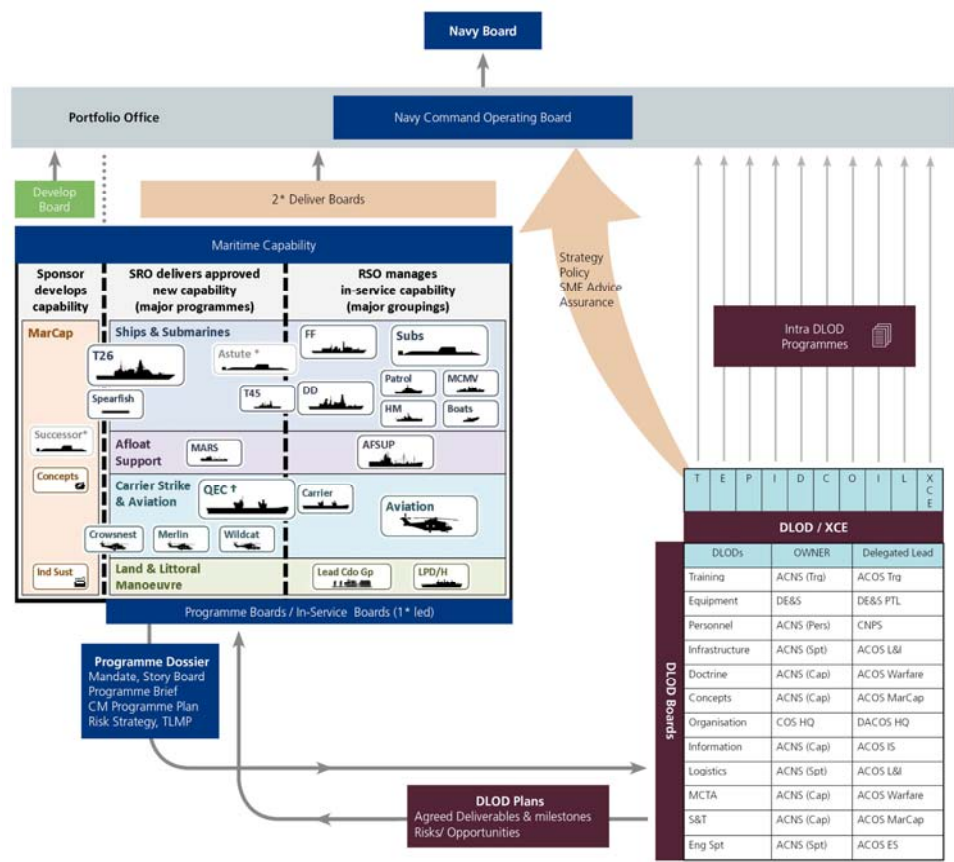


Figure 15: DLOD/Enabler and Programme Relationships.

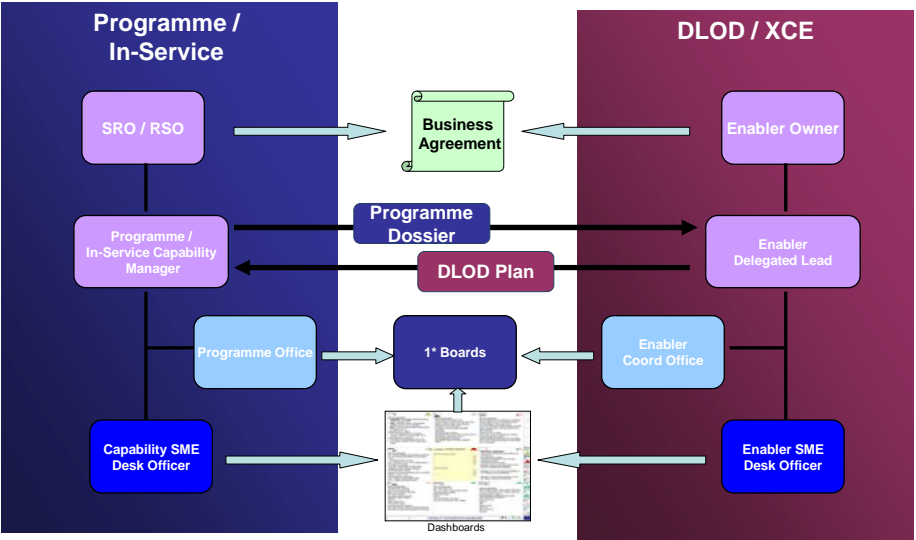


Figure 16: Inter-dependencies between Programmes and DLODs/Enablers.

HOLDING TO ACCOUNT ACROSS TLB BOUNDARIES

25. There are a number of external dependencies that impact on Navy Command outputs; these inter-TLB Dependencies are agreed and articulated in the Command Plan. The Command Plan captures those dependencies without which Navy Command cannot deliver its core outputs, or without which another TLB could not deliver theirs; all 2* Directorates have a responsibility to capture dependencies accurately. Where the development of future capabilities is led from other TLBs then requirements and coherence is set through the Capability Management Group.

26. The major supplier to Navy Command Platform and Equipment Programmes is DE&S for which the CASP sets the parameters of the relationship. The Acquisition System Operating Model (ASOM) primarily focuses on the planned operation, and evolution, of the Acquisition System. This builds on the principles and processes articulated in the DOM and the Financial Military Capability Operating Model (FOM) and the development of the Information Operating Model (IOM). The position of the ASOM is shown in Figure 17.



Figure 17: Operating Model Hierarchy (focused on ASOM).

27. The CASP embodies the more disciplined interface required by both Defence Reform and Acquisition Reforms (incorporating both Customer Design and the Materiel Strategy). In effect, the CASP is the document that details how DE&S will contribute (predominantly but not exclusively in the 'Equipment' and 'Logistics' lines of development) to the delivery of Navy Command Output (as detailed in the Navy Command Plan) and the obligations that Navy Command has to support DE&S in achieving this (predominantly in terms of human and fiscal resource).

28. The relationship between Navy Command and other TLBs is based on a 'trusted and collaborative' working environment that is 'structured and disciplined'. For DE&S, the standard on which the relationship is based is BS11000 and is defined as an "extended enterprise". This is the British Standard that facilitates improved collaborative relationships in all types of organisations. The intention is that relationship across the enterprise is to:

- a. Be agile and flexible.
- b. Use evidence based decision making.
- c. Use delegations of authority effectively.

d. Have open conversations to enable a shared understanding of the cost and consequences of requirement and funding changes. This will manage the tension between short-term priorities, available resources and delivery of coherent and sustainable capability over time, to performance and cost.

29. The CASP Plan (Main Document) gives a high level overview of the requirements on DE&S, the resources required by or being allocated to DE&S, the strategic context the enterprise operates in and potential barriers to delivery. Specific requirements on DE&S are listed in separate Annexes each of which has a nominated owner (the Capability Management Platform lead) who is responsible for being the Intelligent Customer for the outputs in that Annex. Navy Command holds DE&S to account against the CASP by monitoring delivery the Programme of Work (PoW) against CASP metrics and in-year financial management, formal screenings and the CASP Customer Review.

30. For DIO, a Performance Management Framework (PMF) is being developed using similar principles to those used for the CASP, which will support reciprocal performance review between Navy Command and the DIO. The PMF will support the delivery of Infrastructure LoD requirements within the Navy Plan and the Defence Infrastructure Plan. It is expected that the PMF will be introduced during FY15/16 to replace the current Navy Command / DIO Service Level Agreement.

31. The genesis of a document to define the performance of support and services delivered by ISS (via JFC as the lead Command) is in production for Apr 16.

32. Navy Command (as an Intelligent Customer) attends the DE&S CCR meetings where delivery of Projects to time, cost and quality is assessed. This, and a constant flow of information and dialogue at desk and SRO level, informs Navy Command Programme and Enabler Boards. Engineering and Logistic concerns between NC and DE&S remaining unresolved from the governance process (AWG/CWG to 2* Sub-Portfolio Boards) that require 3* approval or discussion will be brought to bi-annual Customer Performance Review (CPR) meetings chaired by 2SL. Similarly, delivery of the PMF is assessed at the 3* Navy Command / DIO Infrastructure Programme and Delivery Board (IPDB) chaired by 2SL. Infrastructure delivery performance of individual PMF Annexes is reviewed at the 2* Maritime Infrastructure Board.

MANAGEMENT INFORMATION

33. MI comes from multiple sources (such as JPA data used for Personnel Management) and to enable effective Capability Management a standardised dashboard (Pepys) has been devised structured around the DE&S interface.

34. "Pepys" provides Management Information (MI) to allow the Command and DE&S to define their transactional relationship and then support the various governance forums used to monitor performance in-year. The knowledge base at the heart of the Pepys is formed from information captured from corporate data systems to collate finance, risk, project, output, requirement and inventory information, integrating the information into a complete picture of delivery. Pepys supports the Portfolio and Programme management functions within NCHQ, with a pan-DLOD portfolio performance capability and an equipment based programme management capability.

SECTION 6 – MANAGING DLOD & ENABLING FUNCTION INTERFACES

1. Defence Lines of Development (DLODs) promote coherence in the development and through life management of Capability by providing policy, strategy and advice; they also provide essential elements of the Capabilities in meeting the requirements set by the SROs/RSOs in delivering against their Mandates. Within the Royal Navy, Cross Cutting Enablers are also treated as supporting enablers with the same principles applied as for DLODs¹.

2. The principles below have been developed to provide a relational model by which the Programme and ISCM organisations can better understand and manage the interdependencies between themselves and the DLODs/enablers. These are enacted through Business Agreements between SROs/RSOs and DLOD Owners/enabling functions to enable clear understanding of the scope and boundaries of their supporting role to each capability programme. There are six principles that are to be followed:

Principle 1 – DLOD advice must be sought and provided at the earliest stages of shaping any investment proposition.

- DLOD Owners should develop and issue a DLOD Strategy for their specific DLOD.
- DLOD Owners should develop and issue DLOD Policies for their specific DLOD.
- Candidate options must be coherent with the objectives set out in the DLOD Strategy and the rules and standards set out in the policies. The Sponsor of a requirement may challenge but does not have the authority to overrule or ignore the DLOD policies.
- DLOD Owners should provide a SME to provide guidance and interpretation of policy and strategy to those building candidate change options. It is important that the same person provides advice as far as possible in order to ensure a consistent input to iterations of change initiatives.

Principle 2 – Whilst the significance of a DLOD to a programme may fluctuate over the life of that programme, Programme Managers (PMs) and In-Service Capability Managers (ISCMs) must clearly define and communicate DLOD responsibilities and accountabilities through a Business Agreement.

- PMs should develop and issue a high level programme plan and schedule which should identify when formal DLOD engagement should take place and what Decision Points (DPs) are required, noting that the precise requirements of each DP are likely to differ based on the complexity of any proposed investment proposition.
- A DLOD plan is a schedule of resourced activities that will deliver the change activities required by the DLOD strategy and other change programmes, and

¹ For ease of reading in this section, the use of DLOD should also be taken to include Cross Cutting Enablers.

states how the DLOD Generate and Operate activities will be achieved. It outlines how to use the resources available and what actions will be taken and when. It is the mechanism that triggers a formal engagement with the Sponsor of any proposed change. It will also give programme board visibility of key activities and dependencies and will be used as the basis for subsequent assurance.

- At the early stages of a programme's lifecycle there is likely to be a high level of uncertainty. Nevertheless, the DLOD Plan should define "thresholds", such that if they are about to be breached by any programme activities, they would trigger a review at the appropriate DP before proceeding.
- In the main, a DLOD Owner will provide either SME advice and sometimes also the delivery of projects to a programme, but at certain DPs in the lifecycle the DLOD Owner must provide assurance that the programme will be coherent and has a high likelihood of successful delivery from a DLOD perspective. Assurance is not required from all DLODs in every programme, but it should be the DLOD Owner's decision, not the PM's, as to whether this DLOD assurance is required.

Principle 3 – A DLOD Owner has "sign off" authority for an investment proposition to proceed at identified Decision Points (DPs) throughout the lifecycle of a Programme or Project.

- DLOD owners or DLOD Delegated Leads must be identified, agreed and documented within the Business Agreement. A DLOD Delegated Lead is not the DLOD Owner, but is a named individual who is empowered by the DLOD Owner to act on behalf of the DLOD Owner, and who must have clearly articulated thresholds and a well understood escalation process if it becomes likely that threshold limits might be breached.
- Agreed² DLOD Owners, as the Design Authority for their DLOD, should have "sign off" authority for DPs including Programme Identification, Programme Definition and Programme Approval (in other words a DLOD Owner has a "red card"³) if an investment proposition "breaks the rules". At the early stage of a programme's lifecycle this should be a fairly low threshold as it is likely that the programme is only seeking approval to release a small percentage of funding to conduct initial Programme Identification and pre-concept de-risking work ahead of the Balance of Investment (BoI) process.
- DLOD Owners should consider producing a "how to" guide to assist sponsors of future Change Initiatives to understand what individual DLOD Owners will typically require at each DP within a programme or project.

Principle 4 – A DLOD Owner must make and support decisions in the best interest of Defence balancing the needs of both the programme and the DLOD: at times this may be sub-optimal to their own DLOD Strategy.

- A DLOD Owner should provide visible support and consistent communication of Programme Board decisions and intent to all stakeholders, specifically those within their own DLOD.

² This agreement should be with the sub-portfolio or portfolio office as part of Programme Identification.

³ Ultimately a DLOD Owner "Red Card" can be overruled by the Accountable individual who must document the judgement and reasoning for not following advice.

- DLOD Owners should ensure that their DLOD Plans are amended and updated to reflect any decisions made by a Programme Board.
- If the DLOD Owner is unable, at any time, to balance the requirements of both the programmes and the DLOD Strategy, then this conflict should be referred through platform programme/in-service boards as the primary route. These boards should then escalate the issue, if necessary, through their extant governance arrangements. DLOD Boards may also wish to raise the issue through their own governance arrangements; however, the platform programme/in-service boards retain primacy.

Principle 5 – SRO/RSOs must agree governance, responsibility, accountability, and funding with DLOD Owners that are appropriate for the complexity of the DLOD project.

- SRO/RSOs and DLOD Owners must understand and recognise that the governance for a major infrastructure project as part of a wider programme will be different from that of a minor and non-contentious organisational amendment. The former would almost certainly be led by the DLOD Owner, whilst it might be more appropriate for the latter to be delivered as a workstrand within a larger project and led by a DLOD Delegated Lead, rather than the DLOD Owner.
- SRO/RSOs are responsible for identifying the source of funding for DLOD projects which contribute to a programme, or for DLOD workstrands contributing to a project. The level of funding required should be agreed between SRO/RSO and DLOD Owners as part of the Programme Identification and Definition process.
- As in Principle 3, the DLOD Delegated Lead must be empowered by the DLOD Owner to act on their behalf, and must have clearly articulated thresholds and a well understood escalation process if it becomes likely that threshold limits might be breached.

Principle 6 – Separately to their role in supporting change programmes, DLOD Owners must seek to continuously improve their DLOD as part of their Generate and Operate function.

- DLOD Owners should take a programme approach to the continuous improvement function and process.
- DLOD Owners should analyse the DLOD contribution needed to deliver the required Force Elements and Business Outputs, compare the need to what is available and identify DLOD shortfalls and excesses.
- Where it is not possible to address shortfalls in Generate and Operate, DLOD owners should raise the issue to the NCOB.

SECTION 7 – ANNEXES

NCOM KEY TERMINOLOGY DEFINITIONS

Within the NCOM the following definitions apply:

- **Direct** – Direction to Navy Command on defence strategy and defence final outputs that the RN is to deliver now and in the future. This is done through the Command Plan.
- **Develop** – Navy Command's contribution to the Future Force through the planning of future capability to meet strategy including transitioning Programmes from initial concept through to the Deliver function.
- **Deliver** – The delivery of the Maritime Capability Programme (pan-DLODs), normally from Main Gate, including In Service Capability Management (ISCM).
- **Generate** – The generation of in-service Maritime Force Elements, including Task Groups (TGs), ready for employment to meet operational plans.
- **Operate** – The operation and sustainment of Maritime Force Elements to deliver military, political, diplomatic and humanitarian effects in support of Government objectives
- **Assure** – The process of assuring that the Portfolio is coherent, on track, within resource, applying relevant policies, processes and procedures, and aligned to the RN's Strategy.
- **Portfolio** – The totality of Navy Command's Projects, Programmes and related business-as-usual activities that together achieve the strategic changes to meet defence strategy.
- **Sub-Portfolio** – A subset of the Navy Portfolio within a 2* area grouped together to enable balance of investment decision making spanning Programmes but within a domain.
- **Programme** – A group of related Projects, covered by a Mandate to an RSO or SRO, that may include business-as-usual activities, which together achieve a beneficial change of a strategic nature.
- **Project** – A unique, transient endeavour undertaken to achieve a desired outcome.
- **Mandate** – The document that articulates to the SRO/RSO the direction, constraints, priorities and benefits for the Programme.
- **Senior Responsible Owner (SRO)** – The person to whom a Mandate is issued for a Programme by PUS (for major Programmes) or 2SL, in the Develop stage, and who is therefore accountable for its Delivery in to service.
- **Responsible Senior Owner (RSO)** - The person to whom a Mandate is issued for a Programme in the Deliver phase by 2SL, who is therefore responsible and accountable for its continued Delivery through life. Business Change programmes also have RSOs appointed.

- Cross Cutting Enabler – cross-cutting functions (MCTA, Equipment Support, S&T and Naval Bases) that provide essential supporting roles and responsibilities to promote coherence within maritime capability to all Programmes. These are additional to the eight DLODs: Training, Equipment, Personnel, Information, Doctrine & Concepts, Organisation, Infrastructure and Logistics.
- Business Agreement – The agreements formed between the SRO/RSOs and the DLODs/ cross-cutting enablers to support the Programme's delivery.
- Hold to Account (H2A) – the process by which those responsible for delivery against Mandates, or enabling functions necessary for the Mandates to be delivered, are Held to Account by a higher authority. Implicit in this is the ability for the higher authority to give direction and/or sanction failure to deliver.

SENIOR RESPONSIBLE OWNERS (SROs)

1. Each Programme has a Senior Responsible Owner (SRO) (or Responsible Senior Owner (RSO) (for In-Service Programmes)) appointed by letter with a Mandate setting the benefits required and constraints on the Programme. These SROs/RSOs are held to account for their Programmes by the process within this section.
2. In addition to the H2A of Navy Command, Senior Responsible Owners (SRO) for Major Projects (as defined in the Government's Major Project Portfolio (GMPP)) are in a special position in that they are expected to account for and explain the decisions and actions they have taken to deliver the projects for which they have personal responsibility. This line of accountability, which is made clear in the published SRO appointment letter, relates to implementation (not policy development) for the project, though the SRO may have been involved throughout the development of the project.
3. Where a Committee wishes to take evidence from an SRO of one of these major projects it will be on the understanding that the SRO will be expected to account for the implementation and delivery of the project, as defined by published SRO appointment letters approved by the relevant Minister, and for their own actions. The SRO will also be able to disclose to the Committee where a Minister or official has intervened to change the project during the implementation phase in a way which has implications for cost and/or timeline of implementation.
4. Accounting Officers are ultimately accountable for the performance of all the business under their control, including major projects for which an individual SRO has direct accountability and responsibility. And in this respect, if a Select Committee calls for evidence from an SRO, DG(Fin) and/or FD(N) may also be called to support the SRO at a hearing.

CURRENT PROGRAMMES

The Programmes within the Navy Portfolio (some of which remain under review for inclusion in the Portfolio) at Jun 15 are:

	Programme	SRO/RSO
New Capability	T26 Spearfish MARS QEC Crowsnest MCSP Wildcat IEOSA MHC DAS SS MEWSS OPV MLSP	ACNS Ships ACNS SM ACOS AFSUP ACNS A&C ACOS CSAV ACOS CSAV ACOS CSAV ACOS MARCAP ACOS MARCAP ACOS MARCAP ACOS MARCAP ACOS MARCAP ACOS CSAV
Business Change	NC F(20) Faraday SSMP ICP SIP SMT RFA MRP RNPS SM COS	ACNS PERS/NAVSEC ACNS PERS/NAVSEC ACNS PERS/NAVSEC 2SL ACNS SPT ACNS TRG/FOST ACOS AFSUP ACNS PERS/NAVSEC ACNS SPT
In Service Capability	Destroyers Frigates Submarines Boats Patrol HM MCMV AFSUP Aviation LLM Info Systems Logs ¹ Naval Base Enabling Services Industrial Sustainment	ACOS Ships ACOS Ships ACNS SM (tbc) ACOS Ships ACOS Ships ACOS Ships ACOS Ships ACOS Ships ACOS AFSUP ACOS CSAV ACOS LLM ACOS IS ACOS LOGINFRA ACOS ES ACOS MARCAP

¹ Logs Programme is not an In Service Capability but for ease is listed here pending review

CAPABILITY MANAGEMENT & PROGRAMME BOARDS

2* SUB-PORTFOLIO BOARDS

1. **Develop Board.** Chaired by ACNS Cap, the Develop Board sets the future maritime capability strategy and ensures the plans meet projected DSD requirements, all within the confines of the Maritime Portfolio. Key here is the Capability Coherence, which provides a judicious BOI across all NCHQ capability areas. The Board optimises the current portfolio through time by balancing capability effectiveness against requirements, risk and cost. The board agrees the in-service and the out of service dates for the maritime platforms and provides direction on the capability priorities and the level of risk appetite within the portfolio.

2. **Deliver Boards.** Chaired at 2* level, the purpose is to access through Performance, Cost, Time and Risk the delivery and maturity needed to manage the sub-portfolio. They mitigate NBSO capability gaps. The Boards synchronise the plans for support, capability enhancement and new capabilities in order to maintain in-service capability and minimise risks against the delivery of NBSOs. They plan the transition between capabilities based upon the ISDs/OSDs set by the 2* Deliver Board, prioritise resources across DLODs, and provide guidance to RSOs on the levels of risk appetite across the in-service portfolio. There are 4 Deliver Boards at 2* level:

2* Ships In Service Capability Board. The 2* Ships ISCMB manages the ships sub-portfolio on a cross-platform pan-DLOD basis.

2* SM In Service Capability Board. The 2* SM ISCMB manages the SM sub-portfolio on a cross-platform pan-DLOD basis.

2* Aviation In Service Capability Board. The 2* A&C ISCMB manages the Aviation sub-portfolio on a cross-platform pan-DLOD basis.

2* LLM In Service Capability Board. The 2* A&C ISCMB manages the LLM sub-portfolio on a cross-platform pan-DLOD basis.

1* DEVELOP BOARDS

3. **Capability Management Group.** 1* led Programme Boards, overseeing the 6 environmental based capabilities that Navy Command has the responsibility, to plan:

Above Water Warfare (AWW): To deliver the capabilities required to enable the coherent, effective, efficient and affordable control and denial of the above water battlespace.

Underwater Warfare (UW): To deliver the capabilities required to enable the coherent, effective, efficient and affordable control and denial of the underwater battlespace in order to provide the ability to deliver effect within and beyond the UW environment thereby achieving military advantage.

Maritime Aviation: To deliver the effective, efficient and affordable integrated maritime aviation capabilities, effects and enablers required to support AWW, UW, LLM, IW and CS.

Land and Littoral Manoeuvre (LLM): To deliver an effective, efficient and affordable Land and Littoral Manoeuvre expeditionary capability through the

generation of a single, very high readiness Maritime Task Force and a Lead Commando Group (LCG) capability. This force package enables the delivery of a national, joint expeditionary capability optimised to project power on and from the sea.

Theatre Maritime Sustainability (TMS): To provide effective, efficient and affordable maritime logistic capabilities that deliver strategic, operational and tactical logistic support from and within the maritime domain, to deployed maritime forces, and in contribution to Joint Forces ashore.

Maritime Information Warfare (IW): To develop the ability to conduct Information Warfare by the provision of effective, efficient and affordable maritime C4ISTAR capabilities thus allowing maritime commanders to make better, more timely decisions than those of an adversary and so enable the Royal Navy to conduct effective Joint Action.

1* IN-SERVICE / DELIVER BOARDS

4. The Platform based In Service Capability Management Boards (ISCMBs) focus on sustaining performance and delivering capability enhancement projects in accordance with agreed plans. The purpose of the ISCMBs is to ensure: the capabilities are sustained and on track to deliver against the Mandates (in terms of performance, cost and time); that identified risks are assessed; that known uncertainty is at an acceptable level and appropriate mitigation action is in place; and, that agreements are in place with Enablers for delivery against their responsibilities. ISCMBs include representation from each of the DLODs. The Programme Boards at 1* level are:

Ships In-Service Capability Management. ACOS Ships as RSO for ISCM of ships runs a series of platform based ISCM Boards which escalate risks and issues as required to the 2* Ships sub-portfolio board for resolution.

1* SM In Service Capability Board. (Under development)

1* Aviation In Service Capability Boards. There is a range of 1* Boards in support of the Aviation Programme which escalate risks and issues as required to the 2* Aviation sub-portfolio board for resolution.

1* LLM In Service Capability Boards. There is a range of 1* Boards in support of the LLM Programme which escalate risks and issues as required to the 2* LLM sub-portfolio board for resolution.

BUSINESS CHANGE BOARDS

5. A range of Business Change Programmes are all governed through their own Programme Boards and overseen by the PfO as part of the overall Navy Command Portfolio. Any proposed change programme that has any implications for activity beyond its immediate chain of command requires approval from NCOB and is checked for coherence with delivery of the Command Plan and the Future Navy Vision.

DLOD & CROSS CUTTING ENABLER BOARDS

6. The DLOD and Cross Cutting Enablers within Navy Command with the 2* owners and 1* leads are listed in Section 4. These are overseen by the following Boards:

FOST Management Group (FMG). The FMG is responsible for oversight of the entirety of recruiting and training (individual, collective, international) in the maritime domain. It is the senior board at which TLB training issues are discussed, strategic risk and mitigation considered and priorities determined. It is also the forum through which individual training output risk is raised to 2SL and collective (operational) training output risk is raised to the Fleet Commander.

Naval Service Personnel Board (NSPB). The NSPB is responsible for Navy Command TLB Human Resource management (Regulars, Reserves, RFA and Civil Service staff), including management of personnel as a component of Operational Capability. It is the senior board at which TLB workforce issues are brought together. With workforce issues existing in their own right, as well as fundamental to the generation of capability, the NSPB exists to provide expert advice and decision making to serve both demands. It also enables personnel issues to be raised to 2SL as PPO.

Information Superiority Board. The Board assures, through a risk management approach, the progress of key Information Superiority (IS) change programmes which impact the Maritime Environment including: SRO/RSO-led programmes for which NAVY is responsible and wider-Defence programmes delivered by other TLBs especially JFC which NC must influence. IS Board monitors CASP and ISP performance, informs the stakeholder community and agrees priorities for associated investment decisions which may lie beyond the NC purview.

ISCM Warfare Coherence Board (IWCB). The Board is chaired by ACOS Warfare and encompasses all domains contributing to Capability development and In-Service through life management. It provides input and advice on the overall operational application of capability to ensure defence requirements translate into an endorsed Resource Plan that delivers appropriately prioritised OC. This Board is cross cutting in nature, to ensure capabilities perform as required pan platform. Thus it is held as a precursor to all individual Platform Boards. The Board is supported by a number of Domain Working Groups, chaired at SO1 level, which report on overall capability risk and issues. As an output it will provide a coherent warfare view to the Deliver Board and subordinate project teams.

Organisation DLOD. For the HQ structure this is currently delivered by the ICP Programme Board, but in future will be overseen by COS HQ at a Board that is to be constituted. Other Organisation coherence and delivery is managed by the relevant 2* directorates.

Maritime Infrastructure Board (MIB). Oversight of the Maritime Infrastructure Strategy is delivered by the MIB through the Maritime Estate Operating Plan (MEOP). The MIB assesses and arbitrates all Navy Command infrastructure, projects, estates and FM (whether funded through DIO, DE&S, DIO NC, SM OC P9 or Ships OC P9 lines) in order to articulate the prioritise customer ask to DIO. It reviews NBSO 7c and look across the Naval Estate ensuring that it is capable of supporting future & in-service capabilities (as well as meeting the Navy Plan's Force Generation requirements) in order to produce a collective view across the totality of the DLOD. It brings into NCHQ elements of DIO as necessary, in order to assess or mitigate risk. As an output it provides a coherent infrastructure view to NCOB (for either NAVB or IPDB consideration), to the Sub-Infrastructure Joint Committee

(which in turn feeds the Infrastructure Joint Committee) and the multitude of other joint infrastructure fora.

Maritime Support Board (MSB). The MSB covers all horizontal/vertical interaction and integration of logistics and engineering support issues and risks between SRO/RSOs and the DLOD/XCE. It reviews NBSOs 7b and 7d and looks across the future and in-service capabilities, as well as generation and operational factors, in order to produce a collective view across the totality of the DLOD/XCE. It brings into NCHQ elements of DE&S and wider joint logistics as necessary, in order to assess or mitigate risk. As an output it provides coherent logistics and engineering support views to NCOB (for either NAVB or QCR consideration), to the Defence Logistics Steering Group (which in turn feeds the Defence Logistics Board), to the multitude of other joint logistics fora and, as necessary, to the NEB.

Naval Base Management Board (NBMB). The NBMB sets the strategic direction including policy, communications and priorities for the Naval Bases, providing and maintaining the momentum of the Business Objectives embodied in the Integrated Business Plan. The NBMB reviews the financial position of the Naval Bases, and provides assurance on the integrity of Occupational Health, Safety and Environmental Protection and Sustainable Development.

MCTA Board. As Navy Command's recognized, independent, technical assurance authority, MCTA is engaged by all Programmes to deliver Operational (Capability) Assurance, Operating (Safety) Assurance and Programme Acceptance Assurance. MCTA holds an annual 2* Stakeholder Review to secure endorsement of ongoing MCTA output priorities, ensuring alignment of stakeholder expectations with available resource.

1* S&T Board. Navy Command holds a 1* S&T Board to provide strategic direction for the S & T programme and guidance on prioritisation of the central CSA programme. This includes reviewing and prioritisation of the Maritime Strategic Research requirements. The board also prioritises and promotes the capability areas that could most benefit from disruptive technologies and techniques. The main organisations delivering S&T to Navy Command are Dstl, DE&S and MWC. Embedded Dstl Science Gateways participate in CPG/CPWG/ISCM fora capturing and managing research requirements and facilitating reach back into Dstl and wider industry for further SME support.

DLOD DEFINITIONS²

TRAINING

1. The Training DLOD describes the provision of the means to practise, develop and validate, within constraints, the practical application of a common military doctrine to deliver a military capability.

EQUIPMENT

2. The Equipment DLOD describes the provision of military platforms, systems and weapons, expendable and non-expendable (including updates to legacy systems), needed to outfit/equip an individual, group or organisation.

PERSONNEL

3. The Personnel DLOD describes the timely provision of sufficient, capable and motivated personnel to deliver Defence outputs, both now and in the future.

INFORMATION

4. The Information DLOD describes the coherent identification of data, information and knowledge requirements for capabilities and all processes designed to gather, handle Data and exploit information and knowledge. Data is defined as raw facts, without inherent meaning, used by humans and systems. Information is defined as 'data placed in context'. Knowledge is Information applied to a particular situation.

CONCEPTS AND DOCTRINE

5. Concepts are the intellectual underpinning for capabilities and operational processes that are likely to be used to accomplish an activity in the future. Doctrine represents the enduring principles that guide military forces in their actions, as well as a codification of existing best practice. It is authoritative, but requires judgement in application.

ORGANISATION

6. The Organisation DLOD relates to the operational and non-operational organisational relationships of people. It typically includes military force structures, MoD civilian organisational structures and Defence contractors providing support.

INFRASTRUCTURE

7. The Infrastructure DLOD describes the acquisition, development, management and disposal of all fixed, permanent buildings and structures, land, utilities and facility management services (both Hard & Soft Facility Management (FM)) in support of Defence capabilities. It includes estate development and structures that support military and civilian personnel.

LOGISTICS

8. The Logistics DLOD describes the means of planning and executing the operational movement and maintenance of forces. In its most comprehensive sense, it relates to those aspects of military operations which deal with: the design and development, acquisition, storage, transport, distribution, maintenance, evacuation, disposition of materiel; the

² 2005DIN03-012

transport of personnel; the acquisition, construction, maintenance, operation, and disposal of facilities; the acquisition or furnishing of services, medical and health-service support.

ENABLER DEFINITIONS

MCTA

9. As Navy Command's recognized, independent, technical assurance authority, MCTA should be engaged by all SRO/RSO to deliver Operational (Capability) Assurance, Operating (Safety) Assurance and Programme Acceptance Assurance, as appropriate, in support of their respective mandates. This engagement should be directed through their CDT / PT and cover activities spanning the whole Acquisition Cycle and all phases/functions of the NCOM.

SCIENCE & TECHNOLOGY

10. The Defence Science and Technology programme generates and investigates scientific and technical opportunities that can be exploited as future capabilities and enhancements to in-service capability. It also provides analytical support to decision making throughout Navy Command.

NAVAL BASES

11. Located at Clyde, Devonport and Portsmouth, the Naval Bases integrate all the DLODs at the Waterfront to support the Generation and Operation of ships, submarines and Royal Marines. They also provide Barracks and personnel support to resident organisations. Extensively contractorised, the prime focus is as the Technical Design Authority, Project/Programme Integrator, Hard and Soft Facilities Delivery, Waterfront Services, Dockyard Port Operations, Supply Chain and Logistic support to RN/RFA ships and submarines.

ENGINEERING SUPPORT

12. The ES function provides an engineering focal point for cross-cutting engineering issues that are not specific to one capability management area. These include: defining the human capability of the engineering function (eg FARADAY); support solution assurance; future support solutions development (including OMAR); policy and doctrine; and, the engineering branch of the maritime reserve (including SALMO).

SUMMARY OF 2* RESPONSIBILITIES

2*	Short Summary of Areas of Responsibility
ACNS(Pol)	NAVB business. Sets RN Strategy. Liaison with Head Office. Regional Forces, Media and Communications. RN engagement with international partners.
FD(N)	Portfolio Office. Resources and Plans. Finance. Governance. TLB Executive Business.
ACNS (Cap)	Develop Function. Maritime Capability. Capability Sponsor.
COS HQ (currently dual rolled with ACNS (CAP)	Coordinate across NCHQ. Pan-HQ information management and prioritisation. Safety policy and Senior Security Risk Manager.
ACNS (Pers) / NAVSEC	Personnel DLOD. Flag Officer (Reserves).
ACNS (Spt)	Logistics and Infrastructure DLODs. Engineering Support. 2* Command of the 3 Naval Bases, including the OFDs.
ACNS (Ships)	Deliver Function. Capability management of ships. Operating Duty Holder for in service ships.
ACNS (A&C)	Deliver, Generate and Assure Maritime Operational Aviation Capability. RN Operating Duty Holder for Aviation & Air Operating Authority.
FOSNI / ACNS (SM)	Representation in Scotland. In Service Capability Management of submarines. Operating Duty Holder for submarines.
ACNS (Trg) / FOST	Training DLOD. Individual, unit and platform collective training. Recruiting.
COMOPS	Command of the Flotillas, 3 CDO Bde RM and all subordinate Units Force Generation and current Operations
CMF	Deployable 2* Commander.
CAF	Deployable 2* Commander.

TERMS OF REFERENCE

NAVY BOARD (NAVB)

The Navy Board (NAVB) is the Executive Committee of the Admiralty Board and its primary role is to assist the First Sea Lord and Chief of the Naval Staff (1SL/CNS) in discharging his executive responsibilities as Head of Service and TLB Holder, and to address the strategic issues that will impact on the development and delivery of the Future Navy. Particular duties include:

- On behalf of the Admiralty Board, to exercise command and administration of the Service, disposing of all such matters that can be settled within its discretion, and making recommendations to the Admiralty Board where necessary.
- Assisting 1SL/CNS in discharging his executive responsibilities for the delivery of coherent military capability; the current and future fighting effectiveness and efficiency of the Royal Navy; and the morale of the Service.
- Supporting 1SL/CNS as the TLB holder in the development of an annual Navy Command Plan in accordance with mandated outputs and ensuring subsequent delivery within agreed funding levels.
- Approving performance management and capability plans for the RN, monitoring in-year performance and taking remedial action where necessary.
- Assessing the capability of subordinate and enabling bodies to provide the Front Line Command with the required level of support, and holding them to account for their outcomes.
- Assisting 1SL/CNS in preparing for his formal 'Hold to Account' process with PUS and CDS.
- Assisting 1SL/CNS in the discharge of his responsibilities as a member of the Armed Forces Committee and Chiefs of Staff Committee.

COMPOSITION

The NAVB is chaired by 1SL/CNS and comprises:

- Fleet Commander
- Second Sea Lord (Chief of Naval Personnel & Training)
- Chief of Fleet Support (Chief of Materiel (Fleet))
- Commander Maritime Command Northwood (MARCOM)
- Controller of the Navy (ACNS Cap)
- Assistant Chief of the Naval Staff (ACNS Pol)
- Commandant General Royal Marines (CGRM)
- Finance Director Navy
- Two Non-Executive Directors

Meetings will also be attended by Head of Naval Staff, ACOS RP, Head of RN Communications, Sec/1SL and the Warrant Officer (Naval Service); and other subject matter experts will be co-opted to support specific NAVB business as required. Secretariat support will be provided by Naval Staff Pol/Sec.

The NAVB meets every 3-4 weeks, or as required by 1SL/CNS.

TERMS OF REFERENCE

FLEET COMMAND BOARD (FCB)

Aim

‘To generate, validate and successfully manage Maritime Force Elements to meet UK Defence objectives in the short and longer term, and to provide the NCOB with clear operational priorities.’

Preamble

1. The Fleet Commander’s focus is on force generation and operations, reporting direct to 1SL and the NAVB for operational matters, and engaging with external authorities. This Board supports him in providing a forum for development of strategy and management of risks against the operational NBSOs (formal reporting against them is through the QPRR process via the NCOB). It is about setting clear operational priorities for the NCOB to shape around and resource.

Primary Purposes

2. To ensure the effective generation and operation of Maritime Force Elements to meet the tasks, operations and standing commitments³ that Defence mandates of the Naval Service. This ranges from national and international commitments, through to contingency operations and the shaping of the future navy from an operational perspective.
3. To shape Fleet Commander’s engagement with other Commands and foreign Navies on generation and operational matters, and input to JCSSG/MCSSG.
4. To set the warfighting strategy for the Service.

Secondary Purposes

5. Provide advice and “Command Pull” to the NCOB on areas of direct generation and operational impact, including acceptable risk levels, to enable the HQ to provide appropriate resource.
6. To be a demanding customer of Navy Command’s Deliver Programmes (for new and In-Service Capability) and provide operational context and priorities for future capability development.
7. To focus on:
 - the development of US interoperability, including membership of the US/UK Statement of Intent Executive Oversight Council;
 - French interoperability, particularly through the CJEF construct; and,
 - wider coalition interoperability, particularly with NATO and GCC allies.

³ RN Command Plan 15

Managing and holding to Account Outputs

8. To correctly fulfil these purposes – the board will look to the nominated 2* lead to be responsible for their specific outputs. The board will include a collective view to prioritise and direct activity in support of:

- a. Meeting the agreed operational outputs as described in the Command Plan and providing Fleet Operational Priorities over the next 5 years.
- b. Clear prioritisation of Navy operational outputs, in order to deliver NBSOs 1-4.
- c. Providing clarity of activity which is non-discretionary (Defence Plan Direction, CDS directive, support of the Command Plan) and ensuring an appropriate resource demand is placed on the NCOB.
- d. Oversight of discretionary operational activity (international engagement and training not directed by the Defence Plan or Command Plan) in order to understand what activity is being conducted, for what purpose and what level of resource is being drawn upon.
- e. Detailing the RN input and response for the Maritime CSSG and the Joint CSSG.
- f. Detailing the input and response to the Defence Exercise Programme and overseeing a Maritime XP, prioritised over the next 5 years.
- g. Agreeing the Operational Priorities for the Maritime XP, eg whether a particular focus is required on QEC, ASW, LiTM, ASuW, AAW etc and to assess International Training and Engagement needs alongside this programme.
- h. Operationalising the RN support to meet Defence objectives, such as CJEF, strengthening with NATO, USMC engagement.

9. Having detailed the priorities and the plan, each 2* lead will then be responsible for a strategy to achieve their aims and to enable the FCB to review progress, and the Fleet Commander to hold the representative 2* to account.

Board Composition and Frequency

10. The composition of the board must match the outputs it is required to deliver, whilst remaining focussed and effective. The Fleet Command Board is made up of:

Fleet Commander	Chair
COS(HQ)	
COM(Ops)	
CMF	
CAF	
FOST	
ACNS(A&C)	
ACOS(W)	Secretary

11. The board will meet twice termly and as directed by the Board Secretary.

Measuring Outputs

12. The output of the Board is measured by:
- an NCOB that has clear operational priorities and understands where resource (manpower and money) needs to be allocated and where risk against lower operational priorities might be taken;
 - appropriately managed and reported risks (through ARM);
 - delivery of mandated tasking; and,
 - QPRR reports (formally via the NCOB) to NAVB.

TERMS OF REFERENCE

NAVY COMMAND OPERATING BOARD (NCOB)

Preamble

1. The NCOB is responsible for oversight and collective management of the Develop and Deliver components of the NCOM, and for pan-TLB implementation of Defence and NAVB policy and strategy. The NCOB takes a risk and Balance-of-Investment based approach to its business.

Purposes

2. The NCOB is to:
 - a. Implement Defence policy and NAVB policy and strategy, escalating matters to the NAVB for decision or approval when they cannot be resolved within 3* delegated authority. Inform the NAVB of pertinent NCOB business as required.
 - b. Make 3* cross-cutting decisions in the Develop/Deliver space, in support of Defence and NAVB policy and strategy, as the Senior Executive element of the NCOM that supports the Generate/Operate component (ie outputs).
 - c. Set resourced performance targets for NC TLB in the Command Plan, to be endorsed by the NAVB and approved by Head Office (PUS and CDS).
 - d. Assess cross-cutting issues and taking 3* balance of investment decisions on a pan-DLOD basis, benchmarked against risk.
 - e. Assure delivery of the Command Plan and report performance and risks against it in the Quarterly Performance and Risk Report (QPRR) to the Defence Board, with responsible 2*s being held to account for their inputs.
 - f. Assure the risk management activities conducted by the PMG and risk owners/managers in accordance with agreed risk response plans.
 - g. Monitor performance of Dependencies in delivery of the Command Plan.
 - h. Direct activities in the Royal Navy Portfolio by balancing risk, performance and resources to deliver the Command Plan.
 - i. Direct 2* Boards and the Portfolio Management Group (PMG).
 - j. Capture fully and robustly significant safety or environmental protection risks against the generation and sustainment of operations, to enable assurance to be provided to 1SL that Operating Duty Holders (ODHs) have effective and proportionate organisation and management arrangements to discharge their delegated authorities for safety and environmental protection.

Membership

3. The following is the construct of the NCOB:
 - a. **Chair.** 2SL.

- b. **Permanent (voting) Members.** Fleet Commander, ACNS(Cap) (including COS HQ responsibilities), FD(N), ACNS(Pol), COMOPS, ACNS(A&C), ACNS(Ships), FOSNI/ACNS(SM), ACNS(Spt), ACNS(Pers), ACNS(Trg).
- c. **Invited Members (non-voting).** COMUKMARFOR, COMUKAMPHIBFOR, COS ICP, Chaplain of the Fleet, ACOS RP, ACOS MarCap (present for BoI matters only).
- d. **Substitution.** In the event that a 2* member cannot attend the NCOB he or she may be represented by an officer of not less than 1* status (or OF5 where a 2* has no 1* deputy), who is to be fully empowered to vote with the authority of his or her 2* if required.
- e. **Secretary.** NAVY RP SO1 Plans (for Safety items NAVY SAFETY CULTURE SO1).
- f. **In attendance.** Where the Chairman determines that there are wider interests to be considered he may invite further subject matter expert officers as appropriate. Where Board members require, they may invite (with the Chair's approval) subject matter experts to support delivery of agenda items.

TERMS OF REFERENCE

NAVY ROYAL NAVY AUDIT COMMITTEE

Purpose

1. The Royal Navy Audit Committee (RNAC) is a sub-committee of the Navy Board. It supports the Board, and First Sea Lord (1SL), in its responsibility for risk management and control and governance through their independent review of the comprehensiveness, reliability and integrity of the Navy Command TLB's risk and assurance frameworks.

Membership

2. Members of the RNAC are appointed by 1SL⁴. In appointing members to the RNAC 1SL will ensure that an appropriate skills set is established amongst its membership. To this end and taking into account the RNAC's desire to continuously improve, the membership can be reviewed and amended at any time.

3. Membership includes two Non-Executive Directors (NEDs), one of whom is the Chair of the RNAC. The Chair is also a member of the Navy Board. In accordance with Departmental policy the appointment of the RNAC Chair is endorsed by the Chair of the Defence Audit Committee (DAC). A further Committee Member is appointed from another TLB providing additional knowledge and independent scrutiny.

4. In order for the RNAC to effectively discharge its role and responsibilities the Committee draws on the Command's Senior Management structure to bring a greater understanding and depth of knowledge to the Committee on the complex nature of RN and MOD business. As 'required attendees' they must remain cognisant that their role on the RNAC is to add to the independent challenge and scrutiny, and not to defend RN management.

5. To ensure that the principle of independent challenge and scrutiny is retained any casting vote will fall to the Chair of the RNAC.

6. To perform his or her role effectively each Committee member and required attendee must be familiar with these TORs as well as the Command's business, operations and risks. Attendance is on a personal basis. It is therefore not appropriate for representatives to attend when they are unavailable.

7. Senior representatives of Defence Internal Audit (DIA) and National Audit Office (NAO) attend the meetings. The Deputy Financial Director and a member of the Navy Command Risk Management team also attend. The Finance Director (Navy) is in attendance representing 1SL.

8. The Navy Command Corporate Governance team provides secretarial support to the Committee, and may use digital media to record meetings for the purpose of producing accurate records. Recordings are deleted after the minutes of the meeting have been agreed.

⁴ Where appropriate this authority is delegated to the Finance Director (Navy).

Reporting

9. The Chair of the RNAC meets at least twice per annum with the Chair of the DAC, which may be via the TLB Audit Committee Chairs meeting, in order to raise any assurance / risk issues s/he believes are not being adequately addressed by Navy Command or that might have common cause across the MOD and warrant inclusion on the DAC's agenda.
10. The Chair of the RNAC provides a written report after each meeting to the Navy Board and DAC on any matters requiring their attention or awareness. If appropriate the Chair will provide 1SL with regular updates, written or verbal, on those matters considered by the RNAC.
11. The RNAC reviews the content, conclusion and preparation process of the Annual Assurance Report (AAR) advising 1SL and the Navy Board of its conclusions. In support the RNAC produces an annual report summarising its conclusions on the business risks and processes reviewed during the year timed to support the AAR process.
12. On an annual basis the RNAC conducts an annual appraisal of its effectiveness reporting the results to 1SL and the DAC in time for the latter's meeting in May. The RNAC reviews its Terms of Reference on an annual basis.

Responsibilities

13. The RNAC's responsibilities are to review and provide advice on:
 - The integrity and reliability of the Command's risk and assurance frameworks. The RNAC considers the MOD's frameworks where they directly impact the delivery of TLB outputs;
 - Matters of judgement and provisioning reached in support of the Command's in-year financial management process and its contribution to the Departmental Annual Report and Accounts (ARAc);
 - Issues raised by assurance providers, including DIA, NAO, Defence Authority / Risk Owners;
 - Planned activity, results and performance of DIA and NAO, and the adequacy and implementation of agreed management responses to issues raised by both;
 - Any risk and governance issues arising from assurance work undertaken by the Defence Authorities that have a material impact on the Command;
 - The content of the Navy Command TLB AAR;
 - Assurances relating to the Command's Governance requirements in accordance with the assurance framework issued by the Director Risk, Audit and Assurance (DARA); and
 - Effectiveness of anti-fraud policies, whistle-blowing processes and arrangements for special investigations.

Authority

14. In accordance with good practice and to maintain its independence, the RNAC has no executive responsibilities for and is not charged with making or endorsing any decisions on behalf of Navy Command or 1SL.
15. The RNAC has the authority to obtain outside legal or independent professional advice in order to seek independent opinion and assurance. In the same vein the RNAC can, when deemed necessary, commission independent studies in support of its assurance remit.

Access

16. The Chair of the RNAC has free and confidential access to 1SL, Finance Director (Navy), Chair of the DAC and Head of DIA.
17. Representatives of DIA and the NAO have free and confidential access to the RNAC Chair with whom they will meet, without the presence of Command management, on an annual basis.

Meetings

18. The RNAC meets not less than four times a year (and additionally if required by 1SL, the Chair of the RNAC, Finance Director (Navy), DIA or NAO) to cover its areas of responsibility, with an additional fifth meeting available to consider the AAR submission.
19. A quorum is formed when at least two members, including at least one NED, are in attendance. On those occasions when full attendance is not possible the absent member should, where practical, be consulted on all matters scheduled to be considered by the Committee and their views presented to the meeting.
20. The Chair of the RNAC may ask any or all of those who normally attend, but who are not members, to withdraw in order to facilitate open and frank discussion of any matter.

Conflict of Interests

21. Each member of the RNAC should take personal responsibility to proactively declare any potential conflict of interest out of business arising on the committee's agenda or from matters in the member's personal circumstances. The Chair will invite members to declare any conflict of interests at the start of each meeting.

TERMS OF REFERENCE

PORTFOLIO MANAGEMENT GROUP (PMG)

Preamble

1. The PMG is a 1* level group, with delegated authority from NCOB, representing all the Programmes and Cross Cutting Enablers. Delegations may be issue based, or generic, with formal delegation flowing from the chair of the NCOB to the chair of the PMG. The PMG membership will have executive responsibilities for the programme entities that form the Portfolio and responsibility for Future Navy Campaign Plan (FNCP) Supporting Effects (SE).

Purposes

2. To exercise routine management of the delivery of the FNCP and drive overall progress on behalf of the NCOB. Specifically:

- Manage the SEs within the current HQ pan DLOD Programmes to deliver the end state and inform the NCOB where SEs are impacting the delivery of Decisive Conditions (DCs) within the required performance, cost and time envelope.
- Where DCs are at risk, to determine the risk to the delivery of the FNCP and suggest options with recommendations to the NCOB.
- Ensure coherence across the lines of operation and prioritise activity to deliver SEs and supported DCs.
- Ensure that Command BOI activity is coherent with the delivery of FNCP and arbitrate between conflicting demands for financial and manpower resource to provide the NCOB options for consideration.
- Report campaign progress to the NCOB as required.
- To initiate MDT groupings with a specified lead 1* to resolve issues which span 1* areas. Where solutions are beyond the authority of the individual 1*s to implement then recommendations should be presented to PMG for a consolidated view prior to being passed to NCOB for a decision.
- Provide oversight on the change programmes that have pan DLOD impact across the HQ to ensure that briefs, mandates and benefits are clear and provide updates to NCOB on change programmes performance and recommendations on those that should be retired and those that should be initiated.

Using the FNCP as a framework:

- To review the NAVB top 10 risks; to identify any potential to mitigate these risks through collegiate or individual action. As part of the quarterly review of risks, the PMG is to make recommendations to the NCOB on risks that could be elevated to, or removed from, the QPRR report.
- To provide advice during the compilation of the QPRR and to endorse the draft of the QPRR Executive Summary Dashboard.

- To recommend where rebalancing of resource priorities may be required in some areas to allow higher priorities to be met.
 - To endorse the prioritisation and recommendations for savings and enhancements with associated DLOD consequence. This will be especially important during Annual Business Cycle rounds and for In Year Management as required.
 - To report to the NCOB on pan HQ prioritisation issues.
3. The PMG can also act as a clearing house when COS HQ is required to establish a pan-HQ response to wider issues that are not strictly Portfolio Management related.

Authority

4. Unless specifically delegated from The NCOB, the PMG derives its authority from its members and their collective responsibilities.

Reporting

5. The PMG through the chairman will report progress against the FNCP to NCOB. The presentation of options for NCOB decisions will be coordinated by the PMG chairman supported by the SE owners.

Members

6. **Chair:** ACOS(RP) in his role as the PfO Manager.
7. **Members:**
- All 1* officers serving within NCHQ and DACOS(SM), DACOS Op Pol.
 - External: Cdre Naval Staff, DES CST Fleet Head, FinMilCap (Navy) Hd, CRF, DACOS(Cts)
 - Representatives from Flotilla Commanders / Battlestaffs are also members of the PMG for agenda items discussing delivery of the FNCP.
 - In the event that a 1* member cannot attend the PMG she/he may be represented by a suitable officer who should be empowered to vote with the authority of the 1* if required.

Secretariat

8. PfO will provide the Secretariat function through DACOS-Plans with support from ICP until Apr 16.
9. The management and oversight of FNCP will be undertaken by PfO (DACOS-Plans) who will maintain the portfolio level documentation required to deliver FNCP.

SECTION 8 – APPENDICES

TERMS OF REFERENCE

Fleet Commander

Fleet Commander AIM

To ensure the generation of Naval units for task in accordance with the Command Plan and the operational effectiveness and efficiency of the Naval Service.

Primary Purposes

1. Success on operations. Generate and, where directed, Operate Fleet Battlestaffs, Units, the Fleet Air Arm and Royal Marines to meet standing commitments and maintain contingent capability as required by Defence.
2. As Fleet Commander, exercise Full Command over all Fleet Battlestaffs, Units,¹ the Fleet Air Arm² and the Royal Marines.³
3. As Deputy Chief of Naval Staff (DCNS), support 1SL/CNS in the delivery of his Intent, the Navy Board Headmark and Future Navy Vision.

Secondary Purposes

4. To focus on the Royal Navy's core roles of CASD, war fighting, Maritime Security, International Defence Engagement, and the reputation of the Fleet and Fighting Arms.
5. To be the Air Operating Authority.

¹ All HM Ships, Submarines and Fleet Auxiliaries world-wide with the exception of diving units and ships on the disposal list.

² Comprising Naval Air Stations, embarked and disembarked Naval Air Squadrons and Flights and all aircraft allocated to the Active Aircraft Fleet.

³ Comprising 5 Fighting Arms: the Surface Flotilla, the Submarine Flotilla, the Fleet Air Arm, the Royal Marines and the Royal Fleet Auxiliary (RFA).

Accountability

6. **Fleet Commander** is accountable to the Chief of Naval Staff / First Sea Lord (CNS/1SL).

Responsibilities

7. Act as CTF 345 (UK Nuclear Delivery Authority) with OPCON and OPCOM through COMOPS of the ready-SSBN.
8. Lead the Force Generation, Deployment and Sustainment of Fleet battlestaffs, task groups, units and assets in support of Defence and Navy Board Strategic Objectives 1 – 4 ensuring readiness for tasking and operations.
9. Act as 3* SRO for the delivery of the RN Future Force 2020 Campaign Plan. Within this responsibility deliver those aspects of the Manpower and
10. Lead the development of US interoperability, including membership of the US/UK Statement of Intent Executive Oversight Council, French interoperability, particularly through the CJEF construct, and wider coalition interoperability, particularly with NATO and GCC allies.
11. Act as the RN 3* focal point for international engagement.
12. Oversee the development of Navy Command's relationships with other parts of the MOD including Joint Forces Command, PJHQ, and the other Front Line Commands for tactical development and the generation and operation of force elements, particularly for contingent operations.
13. Act as the Chief Naval Warfare Officer (CNXO) to drive innovation in war fighting and establish priorities for warfare development [to maintain the Royal Navy's warfighting superiority].
14. Act as the TLB's Command Security Officer, setting the security risk governance and assurance framework on behalf of 1SL as Senior Security Risk Owner.
15. To act as the 3* endorsing Officer for State Honours and Award nominations generated within the Fleet Commander's area of responsibility.

Authority

16. As **DCNS** to hold authority over the Naval Service on behalf of 1SL/CNS.
17. As **Fleet Commander** Authority over FOST, COMOPS, CMF and CAF to mandate them and hold them to account for delivery of their components of mandated and approved outputs, programmes and projects.
18. As **Fleet Commander** functional authority of ACNS (A&C) for aviation force generation and AOA duties.
19. To liaise with the MOD (DCDS(MSO), PJHQ (CJO), Land Command (CLF) and Air Command (DComOps) as required in the course of his business and through the 3* Front Line Forum.

Reporting Responsibilities

20. To undertake OJAR / SOAR reporting responsibilities and align reports for all Officers in specific Command positions and in accordance with DIN 2014 01-43.
21. **Fleet Commander** is 1RO for FOST, COMOPS, CMF, CAF and EA/Fleet Commander.
22. **Fleet Commander** is 2RO in accordance with DIN 2014 01-043

Competences

23. Essential:
 - a. Sea Command.
 - b. HCSC
 - c. DXLP
24. Highly Desirable:
 - a. RCDS
 - b. NATO Defence College
 - c. Battle Staff Command (1* or 2*)
 - d. NATO Experience/Command
 - e. Understanding of P3M and GCM model

Committees and Working Groups

25. Fleet Commander chairs the following Committees / Meetings:

- a. Fleet Command Board (FCB)
- b. Navy Command Operating Board (Safety)
- c. Commanders Update Brief (CUB)
- d. Nominated Promotion and Command Selection Boards
- e. Naval Warfare Development Board (NWDB)

26. Fleet Commander attends the following committees and meetings:

- a. Admiralty Board
- b. Navy Board
- c. NCOB (Executive)
- d. NCOB (Policy)
- e. Defence Nuclear Executive Board (DNEB)
- f. Flag Officers Forum
- g. 3* Front Line Forum
- h. UK/UK Statement of Intent Executive Oversight Council

TERMS OF REFERENCE

SECOND SEA LORD (2SL)

2SL AIM

To ensure that Navy Command Headquarters delivers its required outputs now and in the future.

Primary Purpose

1. To lead the Strategic Headquarters of the Royal Navy and lead the delivery of Navy Command outputs as determined by the Navy Command Plan and set against available resource.

Secondary Purposes

2. To be the Royal Navy's Principal Personnel Officer (PPO), representing the best interests of the Service and RN personnel in tri-Service forum, and to plan, deliver and support the Moral Component of the Naval Service now and in the future.
3. To manage the pan-DLOD delivery of the outputs agreed in the Command Plan and future force development.
4. To have particular focus on the pan-DLOD development of future capability, including the Develop and Deliver functions.⁴

Accountability

5. **2SL** is accountable to the Chief of Naval Staff / First Sea Lord (CNS/1SL).

Responsibilities

6. Lead the Development and Delivery of Fleet units and assets in support of Defence and Navy Board Strategic Objectives.

⁴ As defined in the FMC mandated Generic Capability Management (GCM) Model (Version 4.0, dated 23 Sep 13) and to include In-Service Capability Management.

7. To direct the Manpower Recovery and Support Improvement Programmes, protecting highest priority outputs across the Fighting Arms while addressing those issues within NC control which are driving unsustainable rates of VO.
8. To meet Defence's priorities for the short / medium term provision of sufficient numbers of suitably trained and experienced Naval Personnel (Regular and Reserve), with a focus on delivering operational success.
9. To deliver meaningful long term improvements in Personnel and Training policy which sustain the professionalism and commitment of our People, and their Families, and addresses the Maritime SQEP challenge.
10. To shape and inform spending decisions which provide the most appropriate People, Training, Equipment Support and Infrastructure solutions to underpin Future Force 2020.
11. To ensure that NC acts as an 'intelligent customer' to its suppliers, DE&S, DIO and ISS in particular, and that dependencies between NC and other Commands and Strat Prog are managed effectively
12. To fulfil the role profile of Navy Command 'CASP Owner' (iaw Acquisition System Handbook definitions of command senior role profiles).⁵ This includes, inter alia:
 - a. Developing and agreeing the CASP with COMF
 - b. Ensuring it is aligned to the Command Plan
 - c. Delivery of the outputs defined in the CASP
 - d. Holding the DE&S to account for performance against the agreed metrics defined in the CASP and ensuring that NC meets its own obligations to DE&S as agreed in the CASP.
 - e. Chairing the Quarterly Customer Review (QCR) formal performance assessment meetings with the DE&S

⁵ Acquisition Systems Handbook version 1.0 (dated 17 Jul 14) article 6.2.3 and Annex C.

13. To Hold to Account subordinate 2* portfolio owners and 2* SROs for their programmes on a pan-DLOD basis in accordance with their mandates, delegated authority and approvals.
14. To be responsible for the integration, operating policy and timely delivery of capabilities required to meet FF2020 force structures and Navy Board Strategic Objectives.
15. To ensure that the Navy Command Headquarters is structured, governed and managed to deliver its aims, objectives and outputs efficiently and effectively with particular emphasis on through life capability management and successful programme delivery. This includes ensuring the development of the necessary levels of operating capability (competence and resources).
16. To be the primary Navy Command 3* point of contact with COM(F) and DCDS(MilCap) on capability management matters and the associated Programme of Work.
17. To oversee the NCHQ element of the Navy's Defence Reform activity including the delivery of change that underpins the HQ's role in supporting the Navy Board, H2A, the FinMilCap process and DE&S Acquisition Reform.
18. To be the 3* focus for information matters for the Navy Command TLB, overseeing ACNS(Cap) (as the Senior Information Responsible Officer) and ACOS IS (holding the responsibilities of the Chief Information Officer (CIO)).
19. To be the Radiation Employer to Fleet Personnel, supported by the Radiation Protection Advisor (SSM CDT).
20. To Chair the Navy Command Operating Board (NCOB) and ensure it contributes to the wider development and generation of RN capability and the effective governance, management and delivery of Navy Command outputs.
21. To be the RN 3* focal point for UK engagement
22. To be the TLB's Senior Manager for Safety, setting the duty holding governance and assurance framework on behalf of 1SL as Senior Duty Holder.
23. To Chair the promotions board for Logistics and Reserves Cdr to Capt FSB

24. To liaise as appropriate with the MOD, other Services and other Government Departments to achieve his Primary and Secondary Purposes.
25. To be the 3* endorsing Officer for State Honours and Award nominations generated within the 2SL area of responsibility.
26. To be the 3* lead on Maritime Reserves and to deliver the maritime manpower and capability elements of the Future Reserves 2020 programme.
27. To be the Naval Service Diversity Champion to deliver a programme of initiatives to maximise the benefits of a diverse workforce on OC, whilst ensuring our people feel included, respected and valued.
28. To be the Chair of the Naval Heritage Strategic Steering Group to drive the development of a NMRN strategic plan.
29. To be the Navy Board focal point for the Strategic Partnership with the RNRMC and to drive the development of an RNRMC strategic plan.
30. To be the Admiral-in-Charge of HMS VICTORY on behalf of First Sea Lord

Authority

31. **2SL** will exercise authority over all Navy Command DLOD owners and enabling HQ functions with authority to mandate them and hold them to account for delivery of their components of mandated and approved programmes and projects.
32. **2SL** has functional authority over FOST for the provision of shore training and recruiting, and for training policy.
33. To liaise with the MOD (CDP and DCDS(MilCap)), Land Command (AG & FD&Cap) and Air Command (DCOM(Cap/AMP)) as required in the course of his business.

Reporting Responsibilities

34. **2SL** is 1RO for: ACNS(Cap)/COS HQ, ACNS(Pers)/NAVSEC, ACNS(Spt), ACNS(SSM), FOSNI/ACNS(SM), ACNS(A&C), COS ICP, Chaplain of the Fleet and EA / 2SL. *(NB: Fleet Comd is 1RO to FOST)*
35. **2SL** is 2RO in accordance with DIN 2014 01-043

Competences

36. Essential:
- a. Sea/Shore Command at OF5.
37. Highly Desirable:
- a. Understanding of P3M and the GCM model.
 - b. Managing Successful Programmes (MSP) Practitioner
 - c. Management of Risk (MoR)
 - d. Management of Portfolios (MoP)
 - e. Financial Skills Certificate

Committees and Working Groups

38. 2SL chairs the following Committees/Meetings:
- a. Navy Command Operating Board (NCOB)
 - b. Quarterly Customer Review (QCR)
 - c. Integrated Change Programme (ICP) Programme Board
 - d. Nominated Promotion Board
 - e. Greenwich Hospital Advisory Board (future tbc)
 - f. Naval Heritage Strategic Steering Group (future tbc)
39. 2SL attends the following committees and meetings:
- a. Admiralty Board
 - b. Navy Board
 - c. Flag Officers Forum
 - d. 3* Carrier Enabled Power Projection (CEPP) Board
 - e. Defence Logistics Board. *(May be represented by ACNS(Spt))*

- f. Infrastructure Joint Committee. *(May be represented by ACNS(Spt))*
- g. 3* Information Stakeholders Board
- h. Nominated Promotion and Command Selection Boards
- i. Defence Personnel & Training Board (DPTB)
- j. New Employment Model Programme Steering Board (NEM PSB)
- k. Service Justice Board (SJB)
- l. Joint Requirements Oversight Committee
- m. 3* Capability Dialogue
- n. Milcap Board
- o. Customer Voice

TERMS OF REFERENCE

FINANCE DIRECTOR (NAVY) (FD(N))

FD(N) AIM

Act as the Senior Financial Adviser to 1SL and support him in the discharge of his financial delegations. Ensure the TLB discharges its financial management and stewardship duties in accordance with HM Treasury and Cabinet Office guidance.

Primary Purposes

1. FD(N) is the Senior Finance Officer, charged with the integrity of the financial system and processes relating to resource consumption within Navy TLB, and the authoritative source of financial management advice to the TLB Budget Holder (1SL).
2. FD(N) is the Accounting Officer's (PUS's) and Principal Finance Officer's (DG Fin's) representative within the TLB, with personal responsibility for specific delegations made by DG Finance.
3. FD(N) is to lead the Department of State function of Navy Command HQ with particular emphasis on financial management policies and processes, governance, audit and assurance.

Secondary Purposes

4. FD(N) is to provide the corporate business input to the generation, agreement and delivery of the Navy Command Plan.
5. FD(N) is to lead the Command Secretariat, ensuring that the obligations of the Command with respect to Parliament and Ministers are executed effectively.
6. FD(N) is the Civilian Workforce Adviser for Navy Command, providing advice on the implementation of Civil Service policies within the Command.
7. As Owner of NBSO 6.c, FD(N) is to ensure that Civil Service manpower policies are implemented across the Command, and as owner of NBSO 8, is to ensure that the Command Plan is delivered in year within Control Totals and that the future Equipment Plan remains affordable.
8. FD(N):
 - a. Supports 2SL in the delivery of his outputs through the provision of Portfolio Management support and advice, and Resource and Finance management information and advice.
 - b. Supports ACNS (Cap), ACNS (Surface Ships), ACNS (SM), ACNS (Spt), ACNS (Trg) and ACNS (Pers) through provision of Programme and Portfolio Management support and advice, and Resource and Finance management information and advice.
 - c. Is supported by SROs, RSOs and Budget Holders through correct financial management of their areas of responsibility.
 - d. Supports employers of Civil Service manpower through provision of policy advice.

Accountability

9. FD(N) is accountable to the First Sea Lord (1SL) in the execution of these functions, and to Director General Finance for the financial, governance and assurance aspects of the role.

Responsibilities

10. Implement arrangements within the TLB to execute financial management and stewardship responsibilities in support of delivery of the TLB Command Plan and take personal responsibility for ensuring that decisions which involve the expenditure of public money are properly informed by financial considerations and support Defence objectives.

11. Ensure that the TLB discharges its financial management and stewardship duties in accordance with HMT and Cabinet Office guidance as well as in line with the policies, standards and processes laid down by the Accounting Officer, the Defence Authority for Financial Management and Approvals and other relevant Defence Authorities. This should include maintaining robust governance and assurance arrangements for all financial management activities in the TLB⁶.

12. Advise 1SL and 2SL on the most efficient management of resources, ensuring that at every level of the TLB there is a culture of seeking new efficiency. Proactively drive and support business change and improvements at all times.

13. Oversee TLB financial planning and in year management (including equipment and personnel) to ensure TLB business is affordable and conducted in accordance with TLB delegations and other relevant instructions, including compliance with centrally mandated processes. This includes specific responsibilities for resource allocation and planning of Navy TLB's share of the forward Equipment Plan. Ensure that the costing represents an efficient and effective plan for delivery of the TLB's agreed objectives and key targets, within the issued Resource and Capital Control Totals. Manage expenditure in-year within Control Totals, whilst maintaining both the quality and integrity of outputs.

14. Direct assurance and governance management systems and processes. Attend the Royal Navy Audit Committee and provide support to the independent non-executive members.

15. Report outturn and forecast information promptly and accurately to the Centre.

16. Ensure that all finance staff have the degree of knowledge and expertise required for the effective discharge of their responsibilities, if necessary by arranging for them to receive appropriate training; act as the finance skills champion within Navy TLB.

17. Liaise with DIA and NAO staff to plan and deliver financial and governance audits.

18. Maintain effective oversight of Arm's Length Bodies (ALB) receiving TLB funding through payment of an annual grant in aid. Ensure that an appropriate Framework Document is agreed with the ALB setting out the agreed aims of the organisation, its governance and management arrangements and details of the interface with Navy TLB. Ensure the ALB itself has effective financial management processes in place in accordance with 'Managing Public Money' and other MOD financial planning and control requirements.

19. NC lead for functional engagement with/oversight of the Commercial function.

⁶ Eg directing financial management and efficiency reviews and cost awareness initiatives.

20. As Civilian Workforce Advisor, lead the c4,600 strong civilian workforce, including responsibility for workforce and skills planning. Chair the NC Trades Union Whitley Committee.
21. Chair the NC Investment Appraisals Board (with personal accountability for investments up to £400m). Provide particular scrutiny of the requirement, value for money and affordability of investment proposals.
22. As a member of Navy Command's senior management Boards, contribute corporate leadership to the wider development and generation of RN capability and the effective governance, management and delivery of Navy Command business outputs.
23. To be the NC 2* lead for reporting NBSOs 6.c (Civilian Manpower) and 8 (Delivery of Plan within Control Totals).
24. Support Director Audit, Risk and Assurance in his responsibilities to establish effective risk management arrangements across the Department. This includes implementation of policies and processes for enabling the efficient governance of significant risks and opportunities across the TLB and advising and challenging the TLB holder on risk management matters.

Authority

25. FD(N) has line management authority over the Portfolio Office, Resources and Plans, Finance and Command Secretariat business areas.
26. FD(N) has functional authority over:
 - a. All staff involved in the Finance function, for adherence to the standards contained in 'Managing Public Money' and other publications such as JSP 462 and other JSPs, Defence Instructions and Notices (DINs) and instructions issued by or on behalf of DG Fin. Specific tax and duty directives that should be understood and applied are set out in JSP 916, and Defence Investment Appraisals are covered in JSP 655.
 - b. All civilian staff, and employers and line managers of civilian staff in respect of the application of civilian personnel policies.
 - c. RSOs, SROs and Budget Holders for delivery of their objectives within their allocated budgets or Control Totals.
 - d. All staff to whom a letter of financial delegation has been issued, for the conduct of their business within the constraints of the delegation.
27. FD(N) is authorised to liaise with MOD, DE&S, DIO, other TLB staffs, and other Government Departments as required in the course of his/her business.

Reporting Responsibilities

28. FD(N) is 1RO for ACOS(RP), and RO for Comd Sec, Dep FD(N) and EA/FD(N).
29. FD(N) is 2RO for: DACOS Plans, DACOS Resources, NA/FD(N), and CSO for Dep Comd Sec, Financial Controller, DACOS Decision Support, DACOS Business Services and Navy Base Comd Sec.

Competences

30. Essential core competences:
 - a. Seeing the Big Picture
 - b. Changing and Improving
 - c. Making Effective Decisions
 - d. Leading and Communicating
 - e. Collaborating and Partnering
 - f. Delivering Value for Money
31. Essential Functional Competences:
 - a. CCAB or equivalent professional finance qualification.
 - b. Practitioner level in policy and strategy design.
32. Desirable Functional Competences:
 - a. Previous experience in leading multi-disciplinary teams and major change programmes.

Committees and Working Groups

33. FD(N) chairs the following boards and committees:
 - a. Navy Command Investment Approvals Board.
 - b. Navy Command Trades Union Whitley Committee
34. FD(N) is a member of the following boards, committees and meetings:
 - a. Admiralty Board.
 - b. Navy Board.
 - c. Trilat (Navy Board Sub-Committee).
 - d. Navy Command Operating Board.
 - e. Flag Officers' Forum.
 - f. CUB.
 - g. ICP Programme Board.
 - h. Naval Service Personnel Board.
 - i. CASP Customer Review.
 - j. DE&S 3* maritime QRPC screenings.
 - k. Navy Command Holding to Account.
 - l. MOD Finance Board.

- m. 2* MOD Investment Approvals Committee (for maritime approvals).
- n. MOD Efficiency Delivery Board.
- o. MOD Civilian HR Advisory Group (CHRAG).
- p. MOD Senior Civil Service Leadership Team.
- q. Other internal and external boards, committees and meetings as required fulfilling his/her purposes.

and attends (as a non-member):

- r. Navy Command Audit Committee.

TERMS OF REFERENCE
ASSISTANT CHIEF OF NAVAL STAFF (POLICY)

ACNS (POL) AIM

To lead the development of the Royal Navy's policy position, and develop the Service's Strategy to reach the Naval Vision.

Primary Purpose

1. To lead the development of the Royal Navy's policy position and the Service's strategy to reach the Future Naval Vision, incorporating Strategic Communications, International Engagement and national influence. ACNS(Pol) supports the Navy Board, both collectively and individually, and 1SL in particular, on matters that are within 1SL's management authority and which extend across TLB boundaries.

Secondary Purposes

2. Advise 1SL/CNS, the Admiralty and Navy Board, and the Central Staffs on matters of Naval Policy, providing strategic alignment in order to underpin the delivery of the Future Navy Vision.
3. Promote partnerships and engagement between the Royal Navy and other organisations to develop discussion and study of Defence issues and the maritime contribution to them. In particular, to maintain liaison with:
 - a. Other Navies;
 - b. The Central Staff;
 - c. The General and Air Staffs;
 - d. International and UK Maritime organisations;
 - e. Academia;
 - f. Retired Senior Officers;
 - g. The Honorary Officer Cadre.
4. As the NAVB member responsible for Reputation, maintain the standing of the Naval Service in the eyes of the general public and other Government Departments, and raise awareness of its relevance.
5. As the Royal Navy's Release to Service Authority (RTSA), authorise Service flying on behalf of 1SL through Release to Service.
6. ACNS(Pol) is supported by ACNS(Trg) and COMOPS for the delivery of DLOD outputs in support of Defence Engagement. They are responsible for reporting and advising on progress and risks in accordance QPRR.

Accountability

7. ACNS is accountable to 1SL/CNS.

Responsibilities

8. To direct the work of the Naval Staff, in pursuit of:
 - a. The development of the Naval Service's Strategy.
 - b. Defence Engagement.
 - c. The RN's Strategic Communications.
9. To represent the Royal Navy at MOD Main Building in the absence of 1SL. Specifically, in the execution of the MOD's Department of State function, ACNS(Pol) supports 1SL as the Nation's strategic advisor on maritime defence and security through:
 - a. Providing environmental and functional advice and understanding to MOD on the employment of the Naval Service.
 - b. Providing situational awareness to 1SL and NCHQ of the MOD's strategic context, issues and risk.
 - c. Influencing MOD functions and processes that govern the Naval Service.
 - d. Collaborating with other single Service staffs and JFC to provide coherency.
10. To manage the organisation and battle rhythm of the Navy Board.
11. To maintain the Naval Strategic Plan and deliver the Future Navy through the Future Navy Campaign Plan.
12. To develop the RN Engagement Strategy and provide single-Service direction to the DCC on image and reputation issues while ensuring that there is a coherent approach to RN communications.
13. To champion, through Commander Regional Forces (CRF), the Service's interests through Regional Engagement and Outreach (Navy in Society) in order to build support for the Naval case and foster investment, particularly the recruitment and retention of the right people in sufficient numbers to sustain operational capability.
14. To be the 2* owner of NBSO 4 (Defence Engagement).responsible for its delivery, and for reporting of performance and associated risks via the QPRR to the Defence Board.
15. To direct and represent the Naval Service's engagement with the shipping community through membership of the SDAC and the Chamber of Shipping.

Authority

16. ACNS(Pol) is authorised to:
 - a. Deputise for 1SL/CNS in his absence for Head Office business.
 - b. Liaise as appropriate with Defence authorities, other Government Departments and other navies, to achieve his purposes.
17. As the RTSA, tempered with an understanding and acknowledgement of any relevant operational imperatives, to determine that additional releases may be needed to counter a threat. This might include reductions in airworthiness below peacetime standards.

Notwithstanding, the decision on whether or not to tolerate associated lies with the Duty Holder chain, and/or any relevant operational commander.

18. ACNS has functional authority Naval Attachés and Advisers for maintaining contact with other Navies.

Reporting Responsibilities

19. ACNS(Pol) is 1RO for: Hd(NS), Hd RN M&C, CRF, DRTSA, EA ACNS(Pol).

20. ACNS(Pol) is 2RO for: All NS AHs, NRCs, DCRF, AD RN M&C, SO1 DRTSA, EA2 ACNS (Pol),

Competences

21. Essential:

- a. A deep understanding of the leadership of Defence at MOD Main Building, and the Defence Operating Model.
- b. A deep understanding of the Naval Service and its working.
- c. HCSC.
- d. RCDS.

Committees and Working Groups

22. ACNS(Pol) Chairs Shipping Defence Advisory Committee (SDAC).

23. ACNS(Pol) is a member of:

- a. The Admiralty Board.
- b. The Navy Board.
- c. The NCOB.
- d. Fleet Command Board.
- e. Military Capability Boards.
- f. VCDS Stocktakes.
- g. Senior Judgement Panels.
- h. Final Selection Board for promotion to 2* (Navy Board).
- i. Final Selection Board for promotion to 1*.
- j. Other Final Selection Boards for Sea Appointments, Military Command and Promotion as agreed with NAVSEC.
- k. Board of the Chamber of Shipping (by invitation).
- l. Defence Academy Customer Board.

TERMS OF REFERENCE

CHIEF OF STAFF HEADQUARTERS (COS HQ)

COS HQ AIM

To ensure the efficient and effective operation of Navy Command Headquarters through the coordination of cross-cutting work across all NCHQ staff areas and Lines of Development, and the driving of change and continuous improvement across the HQ.

Primary Purposes

1. COS HQ is responsible to the Second Sea Lord (2SL) for the overall direction and coherence of NCHQ Staff effort.
2. With FD(N), COS HQ leads the Balance of Investment (BoI) activity through the PMG to agree coherence and affordability for options to be presented to the NCOM.

Secondary Purposes

2. Delivering effective co-ordination and management of the output of NCHQ through the interpretation of, and focussing of effort to deliver against, 4* and 3* intent. This includes acting as the conduit for pan-HQ effort to meet the demands and requirements of external authorities.
3. Co-ordinating pan-HQ inputs and activity to support and enable the effective governance of NCHQ business. This includes management of the HQ Battle Rhythm.

Accountability

4. COS HQ is accountable to the 2SL.
5. COS HQ is the *primus inter pares* of the military NCHQ 2* Officers for pan-HQ activity.

Responsibilities

6. Is the 2* Responsible Officer for the HQ's response to Business Continuity, Security, Safety and ACRO events.
7. Supports 2SL in attending his bi-monthly H2A meetings focused on understanding TLB risks and trade space.
8. Is the Navy Command Senior Information Responsible Officer (SIRO).
9. Is the 2* lead for appropriate ways of working and improved business practices in NCHQ (including leading the CI agenda).
10. As a member of the "Trilat" (with ACNS(Pol) & FD(N)) to maintain coherence between 1SL, NAVB and the 3* Boards.

Authority

11. COS HQ has functional authority over all other 2*s in the conduct of pan-HQ business.

Reporting Responsibilities

12. COS HQ is 1RO for DACOS Security.

Competences

13. Essential:
 - a. 1* or OF5 Command.
 - b. Management of Risk (MoR).
14. Highly Desirable:
 - a. Understanding of P3M and the GCM model.
 - b. Major Projects Leadership Academy Graduate.
 - c. Finance and Military Capability Practitioner.
 - d. Defence Strategic Finance Course.
 - e. Management of Portfolios (MoP).
 - f. Financial Skills Certificate.

Committees and Working Groups

15. COS HQ chairs the following Boards/Committees/Meetings:
 - a. COS Flag Officers meeting.
 - b. Navy Command Flag Officers Forum.
 - c. Senior Security Risk Manager Coordination Board.
 - d. Information Management Steering Board.
 - e. COS' QuadLat.
16. COS HQ attends the following boards, committees and meetings:
 - a. NCOB.
 - b. FCB.

- c. Royal Navy Audit Committee (RNAC).
- d. Flag Officers Forum.
- e. Trilat.
- f. ICP Programme Board.
- g. CUB.
- h. DESC Defence Environmental and Safety Committee (DESC).
- i. Other internal and external boards, committees and meetings as required fulfilling his purposes.

TERMS OF REFERENCE

ASSISTANT CHIEF OF NAVAL STAFF (CAPABILITY) (ACNS(CAP))

ACNS (CAP) AIM

Capability Sponsor for the development and delivery of coherent Maritime Forces

Primary Purposes

1. ACNS Cap is the capability sponsor for all maritime Capabilities throughout their life and is responsible for ensuring that the capabilities the Navy procures are sufficient to deliver success on operations today and in the future in response to changing threats.
2. As the Capability Sponsor for all maritime capabilities, ACNS (CAP) is responsible to the Second Sea Lord (2SL) for the generation, development and maintenance of maritime capability through life.
3. ACNS (CAP) owns the Key Capability Requirements (KCR) (the effect needed) and is responsible for sponsoring changes to them to the NCOB. Once a KCR is agreed ACNS (CAP) establishes the Key User Requirement (identifies equipment needed to deliver the effect) and establishes a Programme which, if accepted into the Portfolio, he owns up to transfer to the Deliver function (normally at Main Gate).
4. As CofN to represent capability management issues at NAVB.

Secondary Purposes

5. Directs the development of Maritime capability policy and future Concepts to meet Defence Strategic Direction.
6. Advises 2SL and NCOB on balancing and prioritising Maritime Capability Requirements, and funding, to deliver approved Programmes and Projects within the Command Plan.
7. Forms business agreements with DLOD owners and enabling functions to provide the necessary resources to ensure delivery of the Capability Management Plan.
8. As the Capability Coherence Authority, he is the Fleet capability 2* interface with Head Office and JFC.
9. Sponsor for NBSO 7a – Deliver Future Capability in order to deliver DFOs and meet the requirements of the Future Force and Future Navy Vision.
10. Responsible for collation and reporting of maritime capability risk.

Accountability

ACNS(Cap) is accountable 2SL.

11. ACNS(Cap):

- a. Is supported by ACNS (A&C) for Aviation/Carrier Strike advice in developing and delivering the Future Capability of Maritime forces.
- b. Is supported by ACNS (Spt), ACNS (Pers), and ACNS (Trg) (FOST) for the delivery of cross-cutting enabling outputs in support of Capability development. They are responsible for reporting any enabling risks and issues to Capability Programmes and for agreeing and reporting subsequent management action.
- c. Is supported by 2* Platform Directorates (ACNS (Ships), ACNS (SM) and ACNS (A&C)) in delivery of the Capability Audit and in provision of advice to Warfare, and has a responsibility to them for the transfer of new capabilities, normally at Main Gate.
- d. Is supported by 2* Platform Directorates (ACNS (Ships), ACNS (SM) and ACNS (A&C)) who deliver maritime capabilities and support them in-service, forming business arrangements with enabling 2*s (ACNS (Spt), ACNS (Pers) and ACNS (Trg) (FOST) for the resources required.
- e. Is supported by FD(N) through the delivery and Finance management information and advice.
- f. Is supported by ACNS (Pol) is the development of future concepts and Future Maritime Force.

Responsibilities

- 12. To propose a costed Capability Plan based on the overall Maritime Capability Audit and Balance of Investment methodology. Assisted by ACOS (RP) as the Portfolio Manager, this includes working closely with other Commands, NC Sub Portfolio 2*s, enabling functions and DE&S in developing a coherent Command Plan.
- 13. To gain approvals for Programmes and Projects in the Develop phase, nominated in the Command Plan, working through FD(N) and Scrutiny & Approvals, and including all enabling function investment, benefits and risks.
- 14. To act as 2* Sponsor and to Hold to Account nominated SROs for Programmes in the Develop phase on a pan-DLOD basis in accordance with their mandates, delegated authority and approvals. This includes the effective management of risk and issues escalated to the Cap, IS and Warfare sub-portfolio level.
- 15. To be the 2* lead for the Warfare function including trials, acceptance and doctrine development.
- 16. To ensure that the Cap, IS and Warfare Directorates are structured, governed and managed to deliver their aims, objectives and outputs efficiently and effectively with particular emphasis on capability development.
- 17. To be responsible for directing and managing the delegated Cap sub-portfolio, including all delegated EPP, ESP(IS) and ESP(NE) funds and programming S9 and P9 lines, within profile and approvals, for allocated Cap programmes, primarily pre Main Gate.

This includes sponsoring pan DLOD business cases for approval by the appropriate Approving Authority.

18. To sponsor bids for new resources and generate options to support Command Balance of Investment decision making.

19. As the sponsor of NBSO 7a, ensure Develop and Delivery Sub Portfolio SROs/RSOs agree the Programme of Work, Headmark and Performance targets within financial delegations and approvals, as recorded in CASP and other business agreements. Assures and monitors delivery, and manages risk (as the Capability Sponsor) to deliver the capital equipment programme to performance, cost and time.

20. To fulfil the role profile of Navy Command CASP Annex Owner for MarCap (iaw Acquisition System Handbook definitions of command senior role profiles).⁷ This includes, inter alia:

- a. Being accountable for the delivery of outputs defined in the CASP Annex within budget and timescale parameters.
- b. Holding to Account the CASP Delivery Agent Counterpart (the DE&S) for performance against agreed metrics defined in the CASP.

21. To be the primary Navy Command 2* point of contact with DE&S on Cap sub-portfolio capability management matters and associated programmes of work.

22. As a member of the Navy Command Operating Board (NCOB) to contribute to the wider development and generation of RN capability and the effective governance, management and delivery of Navy Command business outputs.

23. As a member of the Fleet Command Board (FCB) to contribute to the Operations area with a particular focus on ensuring coherence between the NCOB and FCB.

24. As a Security Risk Manager ensure the security of all personnel, information and materiel under command.

Authority

25. ACNS (CAP) is authorised to act within delegated SRO responsibilities as set out in mandates and supporting business cases and approvals. He may delegate responsibility, but not accountability, for day to day management to subordinate Programme Directors.

26. As the Develop Sub-Portfolio owner to exercise line management responsibilities and to direct and supervise subordinate SROs/RSOs in effective delivery of their mandates, programmes and the supporting programme of work (noting that accountability for meeting their mandates resides with them).

27. When acting as a SRO, to form business agreements with DLOD owners and enabling functions for the requirements of the Programme, and then monitor delivery of their components reporting any unacceptable levels of risk (that cannot be mitigated) to the NCOB.

⁷ Acquisition Systems Handbook version 1.0 (dated 17 Jul 14) article 6.2.3 and Annex C.

28. Within designated authority and any supporting financial delegations and approvals to conduct cost-capability trading across the Develop Sub-Portfolio to maintain a balanced and affordable programme of work and ensure effective delivery of outputs⁸.

29. As the sponsor for maritime capabilities throughout their life to exercise functional authority on behalf of 2SL to direct and supervise SROs/RSOs, within the Delivery Sub Portfolio, in the effective delivery of capabilities and supporting them in-service.

Reporting Responsibilities

30. ACNS(Cap) is 1RO for: ACOS(MARCAP), ACOS(IS), ACOS(W) and EA / ACNS(Cap).

Competences / Qualifications

31. Essential:

- a. Background in Capability Management.
- b. Finance and Military Capability Practitioner.
- c. Management of Portfolios (MoP).
- d. Understanding of P3M and the GCM model.
- e. Management of Risk (MoR).

32. Highly Desirable:

- a. Sea Command
- b. Major Projects Leadership Academy Graduate.
- c. Defence Strategic Finance Course.
- d. Financial Skills Certificate.

Committees and Working Groups

33. ACNS (CAP) chairs the following Boards/Committees/Meetings:

- a. 2* Sub Portfolio Develop Board.
- b. Senior National Naval Representative (SNNR) meetings (UK/US).
- c. MWC 2* Management Board.

⁸ Any change to the programme of work which impacts on Defence Final Outputs, delivery of NBSOs or which would breach approvals must be referred to higher authority as required.

- d. MCTA 2* Management Board.
 - e. United Kingdom Hydrographic Office Board to Board.
 - f. ACNS (CAP)'s QuadLat.
34. ACNS (Cap) attends the following boards, committees and meetings:
- a. Admiralty Board (as CofN).
 - b. NAVB (as CofN).
 - c. NCOB.
 - d. FCB.
 - e. Flag Officers Forum.
 - f. NROC.
 - g. CUB.
 - h. Military Capability Board (MCB).
 - i. Future Strategic Deterrent Management Board (FSDMB).
 - j. Quarterly Customer Review (QCR).
 - k. Quarterly Review of Performance and Cost (QRPC) Fleet and ISTAR meetings.
 - l. International Capability Steering Board (ICSB).
 - m. Joint Warfare Development Board (JWDB).
 - n. Joint Forces Command (JFC) Capability Management Group (CMG).
 - o. United Kingdom Hydrographic Office Owner's Council (UKHO Owner's Council).
 - p. Sustainable MOD and Energy Steering Group (SMESG).
 - q. Queen Elizabeth Class Integration Management Board (QECEB).
 - r. Naval Engineering Board (NEB).
 - s. FinMilCap Customer Executive Board (CEB).
 - t. Other internal and external boards, committees and meetings as required fulfilling his purposes.

TERMS OF REFERENCE

ASSISTANT CHIEF OF NAVAL STAFF (SHIPS)

ACNS(Ships) AIM

To lead the capability management of ships, with specific emphasis on the Deliver function⁹.

Primary Purposes

1. ACNS(Ships) is responsible for the capability management of ships¹⁰, including both programme sponsorship of specified¹¹ classes of future vessels, as well as through life management of those currently in-service, in order to deliver Command Plan objectives and outcomes.
2. To act as the Senior Responsible Owner (SRO) for the T26 programme and any other allocated programmes as required¹². To form business agreements with DLOD owners and Cross Cutting Enablers to provide the necessary resources to ensure delivery of the Capability Management Plan.
3. Pending realignment under the Navy Command Operating Model, to be the Operating Duty Holder for in service ships¹³ and to ensure an effective and competent Operating Safety Management structure is in place to assure delivery of platforms that are safe to operate and ensure and they are able to be operated safely.

Secondary Purposes

4. To act as the Navy Command 2* intelligent customer¹⁴ and primary point of contact for D(Ships) for the ships sub-portfolio programme of work output to NCHQ. This includes: tasking; prioritising activity and resources; performance management and Holding to Account for delivery of outputs under the CASP and other business agreements.
5. To provide generic ship-based advice and support to ACNS(A&C) in the latter's role as 2* lead for the capability management of QEC, LPH and LPD.
6. To provide safe and capable platforms in accordance with the Command Plan to enable COMOPS to Generate them for contingent and current operations.
7. As the 2* Owner¹⁵ of NBSOs 7b for the Ships domain ACNS (Ships) is responsible for delivery, reporting of performance and associated risks via the QPRR to the Defence Board.

⁹ As defined in the FMC mandated Generic Capability Management (GCM) Model (Version 4.0, dated 23 Sep 13) and to include In-Service Capability Management.

¹⁰ In these TORs, the term 'ships' includes FF/DD, RFAs, HM, MCMV, PP and boats but excludes QEC, LPH and LPD which are capability managed by ACNS(A&C).

¹¹ 2* ownership of programmes is formally transferred from Develop (under ACNS(Cap)) to Deliver (under ACNS(SSM)) when the time is right for Navy Command and based on the specific requirements of each individual Programme. This is not at a fixed milestone in the CADMID / financial approval cycle. However, the timing of Main Gate is likely to be a significant consideration in this. 2* ownership of new submarine programmes is held by D Strat Prog who is responsible for the Develop-Deliver functions, including post Main Gate. Once In-Service, D Strat Prog transfers the majority, but not all, ISCM responsibility to ACNS(SSM).

¹² Currently Spearfish Upgrade and RCOPV

¹³ With the exception of QEC, LPH and LPD

¹⁴ ACNS SSM may reserve SRO/RSO responsibilities and accountabilities for SSM Programmes and CASP Annexes as required. In this case, 1*s will act as Programme of Work Directors undertaking day to day management and delivery responsibilities.

¹⁵ ACNS (A&C) is responsible for NBSO7.b with respect to QEC, LPH and LPD.

8. As the 2* owner of NBSOs 3 (Contingent Capability) and 6c (RFA Personnel) ACNS Ships is responsible for their delivery, and for reporting of performance and associated risks via the QPRR to the Defence Board

8. ACNS(Ships):

a. Is supported by the ACNS(Spt), ACNS(Pers), and ACNS(Trg) by the delivery of DLOD outputs in support of Ships in-service capability management and capability change programmes. They are responsible for reporting any DLOD risks and issues to Ships Programmes and delivery of in service capability and for agreeing and reporting subsequent management action.

b. Supports COMOPS in delivering in-service capability and units fit and safe for generation and operation; advising him of any capability shortfalls or risks. COMOPS is responsible for reporting to ACNS(Ships) any risks and issues that have ODH implications.

c. Has a cooperative relationship with ACNS(A&C) for the Ship/Air interface and provision of advice to LLM.

d. Supports ACNS(Cap) in delivery of the Capability Audit and in provision of advice to Warfare, and has a responsibility to ACNS(Cap) for the receipt of new capabilities, normally at Main Gate.

e. Is supported by FD(N) through the delivery of Portfolio Office, Resource and Finance management information and advice.

Accountability

9. ACNS(Ships) is accountable to the Second Sea Lord (2SL).

Responsibilities

10. To act as 2* Sponsor and to Hold to Account nominated SROs and RSOs for Ship procurement and in service programmes on a pan-DLOD basis in accordance with their mandates, delegated authority and approvals. This includes the effective management of risk and issues escalated to the Ships sub-portfolio level.

11. To act as SRO for the T26 Programme, and any future such programmes from time to time mandated, and to be accountable for successful delivery of objectives, outcomes and benefits. This includes the establishment of effective programme management structures, arrangement and governance.

12. To undertake the role and responsibilities of ODH for in-service ships¹⁶ to meet policy and regulation¹⁷ to deliver platforms that are safe to operate including provision of authoritative guidance and advice to PDH, FGA and Operational Commanders to manage and mitigate operating safety risks including concession against the authorisation to operate.

¹⁶ But see Footnote 5

¹⁷ Primarily but not limited to JSP815, JSP430 and BR9147

13. To be responsible for the integration, operating policy and timely delivery of ships required to meet Navy Board Strategic Objectives and FF2020 force structures.
14. To ensure that the Ships Directorate is structured, governed and managed to deliver its aims, objectives and outputs efficiently and effectively with particular emphasis on through life capability management, operating safety management and successful programme delivery. This includes ensuring the development of the necessary levels of operating capability (competence and resources).
15. To be responsible for directing and managing the delegated Ships sub-portfolio, including all delegated EPP, ESP(IS) and ESP(NE) funds and programming S9 and P9 lines, within profile and approvals, for allocated Ships new programmes, primarily post Main Gate¹⁸, as well as those currently in-service. This includes sponsoring pan DLOD business cases for approval by the appropriate Approving Authority.
16. To sponsor bids for new resources and generate options to sustain Ships capability strategies and plans through life and to support strategic balance of investment decision making.
17. To fulfil the role profile of Navy Command CASP T26 'Annex Owner' (iaw Acquisition System Handbook definitions of command senior role profiles).¹⁹ This includes, inter alia:
- a. Being accountable for the delivery of outputs defined in the CASP Annex within budget and timescale parameters.
 - b. Holding to Account the CASP Delivery Agent Counterpart (the DE&S) for performance against agreed metrics defined in the CASP.
18. To be the primary Navy Command 2* point of contact with D(Ships) and D(Wpns) on Ships sub-portfolio capability management matters and associated programme of work.
19. To support ACNS(Cap) in the assessment of Fleet Operational Capability and implement action as required within the Ships area to address prioritised capability shortfalls.
20. To support COMOPS and the Flotillas in the future force generation of ships and submarines by incorporating operational and support lessons, feedback and issues into class capability management strategies and plans (but noting that it is not ACNS(Ships)'s role to become embroiled in unit-specific force generation issues).
21. As a member of the Navy Command Operating Board (NCOB) to contribute to the wider development and generation of RN capability and the effective governance, management and delivery of Navy Command business outputs.
22. To Chair the promotions board for Commodore RFA.
23. To be a non-executive Board member of D(Ships) Operating Centre Management / Executive Board.
24. To liaise as appropriate with the Naval Staff, MOD, Single Service staffs, other Government Departments and other Navies to achieve his Primary and Secondary Purposes.

¹⁸ But see Footnote 3.

¹⁹ Acquisition Systems Handbook version 1.0 (dated 17 Jul 14) article 6.2.3 and Annex C.

Authority

25. ACNS(Ships) is authorised to act within delegated SRO responsibilities as set out in mandates and supporting business cases and approvals. He may delegate responsibility, but not accountability, for day to day management to subordinate Programme Directors.

26. As a Capability Sponsor to exercise line management responsibilities and to direct and supervise subordinate SROs/RSOs in effective delivery of their mandates, programmes and the supporting programme of work (noting that accountability for meeting their mandates resides with them).

28. Form business agreements , within delegation, with DLOD owners and enabling HQ functions, following the 6 Principles detailed in the NCOM.

29. Within designated authority and any supporting financial delegations and approvals to veer and haul across the Ships sub-portfolio and conduct cost-capability trading to maintain a balanced and affordable programme of work and ensure effective delivery of outputs²⁰.

Reporting Responsibilities

30. ACNS(Ships) is 1RO for: ACOS(Ships), ACOS(AFSUP), Ships-T26 PROG DIR and EA / ACNS(S).

31. ACNS(Ships) is 2RO for: DACOS(AW), DACOS(UW), CSO(E)(SS), CSO(E)(SM), AFSUP-DACOS, AFSUP-CSO(E) DACOS and PA / ACNS(S).

Competences

32. Essential:

- a. Mandated training for ODH Responsibilities.
- b. Understanding of P3M and the GCM model.
- c. Major Projects Leadership Academy Graduate
- d. Mandated SRO Training Courses
- e. Finance and Military Capability Practitioner
- f. Defence Strategic Commercial Course
- g. Defence Strategic Finance Course

33. Highly Desirable:

- a. Managing Successful Programmes (MSP) Practitioner
- b. Management of Risk (MoR)

²⁰ Any change to the programme of work which impacts on Defence Final Outputs, delivery of NBSOs or which would breach approvals must be referred to higher authority as required.

- c. Management of Portfolios (MoP)
- d. Financial Skills Certificate

Committees and Working Groups

- 34. ACNS(Ships) chairs the following Boards/Committees/Meetings:
 - a. 2* Ships Deliver Board
 - b. 2* Ships In-Service Capability Management (ISCM) Board.
- 35. ACNS(Ships) attends the following boards, committees and meetings:
 - a. NCOB
 - b. Flag Officers Forum
 - c. ICP Programme Board
 - d. CUB
 - e. Force Generation Board
 - f. Quarterly Customer Review
 - g. Non executive board member of D(Ships) Operating Centre Management/Executive Boards
 - h. Other internal and external boards, committees and meetings as required fulfilling his purposes.

TERMS OF REFERENCE

FLAG OFFICER SCOTLAND NORTHERN IRELAND (FOSNI) & ASSISTANT CHIEF NAVAL STAFF SUBMARINES (ACNS(SM))

FOSNI & ACNS(SM) AIM

To be the senior Naval representative in Scotland and Northern Ireland, Senior Responsible Owner for delivery of the Future Submariner Programme and lead the capability management of submarines, with specific emphasis on the Deliver function²¹.

Primary Purposes

1. FOSNI is the senior Naval representative in Scotland and Northern Ireland responsible for ensuring the broader Scottish perspective is reflected in the MOD and NCHQ when required. He has authority to engage with the Scottish Government at Ministerial level.
2. FOSNI is to ensure the broader Scottish perspective is reflected in the MOD and NCHQ when required, drawing on the advice from ACNS(POL), Commodore Regional Forces and the Naval Regional Commander as required.
3. FOSNI is to provide senior oversight of all RN activity in Scotland on behalf of both First and Second Sea Lord.
4. As ACNS(SM), he is responsible for the in service capability management of submarines (SM), including programme sponsorship of specified²² classes of future vessels, as well as through life management of those currently in-service and warfare development necessary to deliver Command Plan objectives and outcomes.
5. Pending realignment under the Navy Command Operating Model, to be the Operating Duty Holder for in service submarines and to ensure an effective and competent Operating Safety Management structure is in place to assure delivery of platforms that are safe to operate and ensure and they are able to be operated safely.
6. The Senior Responsible Owner for the Future Submariner Programme, responsible for the prioritisation, integration and coordination of current and future Training, Personnel, Infrastructure and Warfare to sustain the Continuous At Sea Deterrence (CASD).
7. As SRO Future Submariner and with D Strat Progs, CSSE and DSM, support the Successor SRO in delivery of the future Deterrence programme.
6. Senior Responsible Owner for Spearfish Torpedo upgrade programme.
7. Provide advice and support to COMOPS for the delivery of submarine operations.

²¹ As defined in the FMC mandated Generic Capability Management (GCM) Model (Version 4.0, dated 23 Sep 13) and to include In-Service Capability Management.

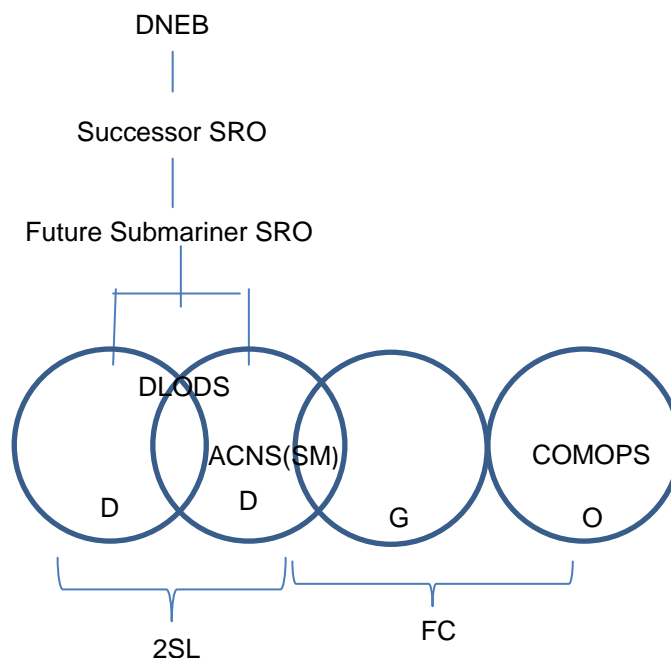
²² * ownership of new submarine programmes is held by D Strat Prog who is responsible for the Develop-Deliver functions, including post Main Gate. Once In-Service, D Strat Prog transfers the majority, but not all, ISCM responsibility to ACNS(SM).

Secondary Purposes

8. To act as the Navy Command 2* intelligent customer and primary point of contact for D(SM) for the SM sub-portfolio programme of work output to NCHQ. This includes: tasking; prioritising activity and resources; performance management and Holding to Account for delivery of outputs under the CASP and other business agreements.
9. To provide safe and capable submarines in accordance with the Command Plan to enable COMOPS to Generate them for current and contingent operations.
10. As the 2* Owner of NBSOs 7b for the SM domain ACNS (SM) is responsible for delivery, reporting of performance and associated risks via the QPRR to the Defence Board.

Accountability

11. As Flag Officer Scotland, he is accountable to 1SL for engagement with the Scottish Government, coordinating activity with the MOD Devolution Office.
12. As Flag Officer Northern Ireland, he is accountable to 1SL for engagement with the devolved administration, should it be required.
13. ACNS(SM) is accountable to the Second Sea Lord (2SL) for delivery of the UK submarine capability.
14. ACNS(SM) is accountable to COMF, as SRO Successor, for the prioritisation, integration and coordination of Future Submariner necessary to deliver future CASD.



Responsibilities

13. Represent Royal Navy interests in Scotland and Northern Ireland.

14. To engage with GO Scotland and Air Officer Scotland on matters of common interest.
15. To manage and mitigate the effect of operational activity on sensitive areas across the Flag Officer Scotland region and maintain oversight of all environmental matters as they affect RN activities in the region.
16. Development and delivery of a coordinated and coherent Submarine Capability programme.
17. To ensure that the SM Specialisation is structured, governed and managed to deliver its aims, objectives and outputs efficiently and effectively with particular emphasis on through life capability management, operating safety management and successful programme delivery. This includes ensuring the development of the necessary levels of operating capability (competence and resources), supporting COMOPS.
18. To be responsible for directing and managing the delegated SM sub-portfolio, including all delegated EPP, ESP(IS) and ESP(NE) funds and programming S9 and P9 lines, within profile and approvals, for allocated SM programmes, primarily post Main Gate, as well as those currently in-service. This includes sponsoring pan DLOD business cases for approval by the appropriate Approving Authority.
19. To act as 2* Sponsor and to Hold to Account nominated SROs and RSOs for SM acquisition and in service programmes on a pan-DLOD basis in accordance with their mandates, delegated authority and approvals. This includes the effective management of risk and issues escalated to the SM sub-portfolio level.
20. To act as SRO for the Future Submariner Programme, and any programmes from time to time mandated, and to be accountable for successful delivery of objectives, outcomes and benefits. This includes the establishment of effective programme management structures, arrangement and governance.
21. To undertake the role and responsibilities of ODH for in service submarines to meet policy and regulation²³ to deliver submarines that are safe to operate including provision of authoritative guidance and advice to PDH, FGA and Operational Commanders to manage and mitigate operating safety risks including concession against the authorisation to operate.
22. To be responsible for the integration, operating policy and timely delivery of submarines required to meet Navy Board Strategic Objectives and FF2020 force structures.
23. To sponsor bids for new resources and generate options to sustain SM capability strategies and plans through life and to support strategic balance of investment decision making.
24. To be the primary Navy Command 2* point of contact with D Strat Progs, D(SM) and D(Wpns) on SM sub-portfolio capability management matters and associated programmes of work.
25. To support ACNS(Cap) in the assessment of Fleet Operational Capability and implement action as required within the SM area to address prioritised capability shortfalls.

²³ Primarily but not limited to JSP815, JSP430 and BR9147

26. To support COMOPS and the Flotillas in the future force generation of submarines by incorporating operational and support lessons, feedback and issues into class capability management strategies and plans.
27. As a member of the Navy Command Operating Board (NCOB) to contribute to the wider development and generation of RN capabilities and the effective governance, management and delivery of Navy Command business outputs.
28. To be the NC 2* lead for reporting NBSOs 3 (Contingent Capability)²⁴ and 7.b.
29. To be a non-executive Board member of D(SM) Operating Centre Management / Executive Boards.
30. To liaise as appropriate with the Naval Staff, MOD, Single Service staffs, other Government Departments and other Navies to achieve his Primary and Secondary Purposes.

Authority

31. FOSNI is authorised to exercise functional authority over ships, units and establishments allocated to the Regional programme.
32. ACNS(SM) is authorised, within delegated authority, to exercise functional authority over other DLOD owners and enabling HQ functions with authority to mandate them and hold them to account for delivery of their components of mandated and approved programmes and projects.
33. Within designated authority and any supporting financial delegations and approvals to veer and haul across the SM sub-portfolio and conduct cost-capability trading to maintain a balanced and affordable programme of work and ensure effective delivery of outputs²⁵.
34. As SRO Future Submariner, is supported by the ACNS (Spt), ACNS (Pers), and ACNS (Trg) for the delivery of future SM DLOD outputs. They are responsible for reporting any DLOD risks and issues to the future SM Programmes and for agreeing and reporting subsequent management action.
35. ACNS(SM):
- a. Is authorised to act within delegated SRO responsibilities as set out in mandates and supporting business cases and approvals. He may delegate responsibility, but not accountability, for day to day management to subordinate Programme Directors.
 - b. Supports COMOPS in delivering in-service capability and units fit and safe for generation and operation; advising him of any capability shortfalls or risks. COMOPS is responsible for reporting to ACNS (SM) any risks and issues that have ODH implications.
 - d. Supports ACNS (Cap) in delivery of the Capability Audit and in provision of advice to Warfare.

²⁴ To provide the maritime contribution to contingent capability and, in particular, to deliver and sustain the RFTG.

²⁵ Any change to the programme of work which impacts on Defence Final Outputs, delivery of NBSOs or which would breach approvals must be referred to higher authority as required.

e. Responsible to Strategic Programmes for the receipt of new capabilities, normally at Main Gate.

f. Is supported by FD(N) through the delivery of Portfolio Office, Resource and Finance management information and advice.

36. As a Capability Sponsor to exercise line management responsibilities and to direct and supervise subordinate SROs/RSOs in effective delivery of their mandates, programmes and the supporting programme of work (noting that accountability for meeting their mandates resides with them).

Reporting Responsibilities

37. FOSNI/ACNS(SM) is 1RO for: Flag Lieutenant, EA FOSNI, ACOS(SM) and DACOS SM.

38. FOSNI/ACNS(SM) is 2RO for: PA /FOSNI.

Competences

39. Essential:

- a. Mandated training for ODH Responsibilities.
- b. Understanding of P3M and the GCM model.
- c. Mandated SRO Training Courses
- d. Finance and Military Capability Practitioner
- e. Defence Strategic Commercial Course
- f. Defence Strategic Finance Course

40. Highly Desirable:

- a. Managing Successful Programmes (MSP) Practitioner
- b. Management of Risk (MoR)
- c. Management of Portfolios (MoP)
- d. Financial Skills Certificate
- e. MBA, MDA or MSc Acquisition.

Committees and Working Groups

41. ACNS(SM) chairs the following Boards/Committees/Meetings:

- a. 2* Future Submariner Steering Group.

- b. 2* SM Deliver Board
 - c. 2* SM In-Service Capability Management (ISCM) Board.
42. FOSNI Representational Duties include:
- a. Royal Week (Jun/Jul)
 - b. High Constables Dinners
 - c. Veterans activities
 - d. General Assemble Week (May)
 - e. AFD – Glasgow to Edinburgh (Jun)
 - f. SaBRE Employment Support Receptions
 - g. Poppy Scotland Launch at Scottish Parliament (Nov)
 - h. Remembrance – Edinburgh and Dundee (Nov)
 - i. MEC dinner (Feb).
43. ACNS(SM) attends the following boards, committees and meetings:
- a. NCOB
 - b. Flag Officers Forum
 - c. ICP Programme Board
 - d. CUB
 - e. Force Generation Board
 - f. Quarterly Customer Review
 - g. Non executive board member of D Subs Operating Centre Management/Executive Boards
 - h. Other internal and external boards, committees and meetings as required fulfilling his purposes.

TERMS OF REFERENCE

ASSISTANT CHIEF OF NAVAL STAFF (AVIATION, AMPHIBIOUS CAPABILITY & CARRIERS) (ACNS(A&C))

ACNS(A&C) AIM

Lead the Fleet Air Arm (FAA), managing Capability (Deliver²⁶) safely for both Aviation and Amphibious Capability, including Capital Ships, and Generate Aviation FE@R (Generate).

Primary Purposes

1. Act as the RN Aircraft Operating Authority (AOA) and Operating Duty Holder (ODH) for Aviation²⁷, LPH, LPD, QEC (post-VAD) and 3 Cdo Bde (including the Landing Craft of 1 AGRM), reporting to 1SL, as the Senior Duty Holder (SDH).
2. To deliver Carrier Strike (CS) and Land and Littoral Manoeuvre (LLM) capability; to deliver and generate Aviation capability, on behalf of 2SL (Deliver) and the Fleet Commander (Generate), in accordance with the Command Plan and Navy Command Operating Model, at the required levels of readiness and sustainability to achieve programmed and contingent tasks.

Secondary Purposes

3. As Rear Admiral Fleet Air Arm, represent FAA issues to the NAVB.
4. Exercise Command and Administrative Authority of the Naval Air Stations (NAS).
5. As SRO, deliver into service the Queen Elizabeth Class (QEC).
6. Act as a trustee of the Fly Navy Heritage Trust, the RN Historic Flight, the Fleet Air Arm Museum and St Bartholomew's Church.

Accountability

7. As ODH for Aviation, LPH, LPD, QEC (post-VAD) and 3 Cdo Bde (including Landing Craft of 1 AGRM), ACNS(A&C) is directly accountable to 1SL, as SDH.
8. ACNS(A&C) is accountable to 2SL for CS, LLM and Aviation Capability Management.
9. ACNS(A&C) is accountable to the Fleet Commander, as AOA, for the generation of Aviation Force Elements and for Full Command issues across the FAA and NAS.

Responsibilities

10. Fulfil policy and regulatory²⁸ responsibilities as ODH²⁹ including: managing safety risks to a tolerable and ALARP level, the provision of authoritative guidance and/or advice to subordinate Duty Holders, Type Airworthiness Authorities (TAA), PDH (ships), FGAs and Operational Commanders, in the management of safety risks. This includes working closely with ACNS(Ships) for Ship-Air Integration.

²⁶ As defined in the FMC mandated Generic Capability Management (GCM) Model (Version 4.0, dated 23 Sep 13) and to include In-Service Capability Management.

²⁷ ACNS(A&C) is ODH for RN AOA aircraft.

²⁸ Primarily but not limited to MRP, JSP815, JSP430, BRd766 and BR9147.

²⁹ Aviation, LPH, LPD, QEC post VAD, 3 Cdo Bde inc Landing Craft and 1AGRM.

11. As the Maritime AOA, support COMOPS and/or the Joint Commander by generating aviation units ready for operations and, where appropriate, articulating relevant capability constraints and risks. In doing so, manage all AOA delivered aviation training and work in partnership with the Military Flying Training System to provide the optimum output for Defence.
12. As the delegated authority, be responsible for full command oversight of the Commando Helicopter Force, coordinating with Comd JHC.
13. To act as 2* Sponsor for CSAV and LLM procurement and in-service programmes to meet Navy Board Strategic Objectives and FF2020 force structures. ACNS(A&C) is supported by the ACNS(Spt), ACNS(Pers) and ACNS(Trg) for the delivery of DLOD outputs for CS, LLM and Aviation capability management.
14. To fulfil Navy Command CASP 'Annex Owner' responsibilities iaw the Acquisition System Handbook definitions of command senior role profiles.³⁰
15. To be the 2* owner of NBSO 7b for the Aviation domain responsible for delivery, reporting of performance and associated risks via the QPRR to the Defence Board.
16. Supported by FD(N), through the Portfolio Office, veer and haul across the CSAV/LLM sub-portfolio within designated authority and conduct cost-capability trading to maintain a balanced and affordable programme of work and ensure effective delivery of outputs³¹.
17. As a member of the Maritime Capability Board, deliver the Future Capability of Maritime Forces, including the balancing and prioritising of Maritime Capability Requirements and funding to deliver approved Programmes and Projects within the Command Plan, representing CS, LLM and Aviation interests.
18. Support ACNS(Cap) in delivery of the Capability Audit and in the assessment of Fleet Operational Capability Coherence, through SQEP advice, and then be prepared to receive new capabilities as they subsequently migrate from Develop into Deliver, normally at Main Gate.
19. Act as the Navy Command 2* intelligent customer and primary point of contact for DHels and DCA for their sub-portfolio programme of work output to NCHQ.

Authority

20. ACNS(A&C) will exercise authority over all personnel within his Command and act as a Higher Authority within the Naval Summary Discipline Regulations.
21. ACNS(A&C), as a Capability Sponsor, is authorised to direct and supervise subordinate SROs/RSOs, without prejudice to their personal mandates.
22. Liaise with the relevant USN/USMC authorities, coordinating with the CS Programme Director and Air Comd, for Maritime Aviation aspects of the UK/US Statement of Intent for the delivery of Carrier Strike.

³⁰ Acquisition Systems Handbook version 1.0 (dated 17 Jul 14) article 6.2.3 and Annex C.

³¹ Any change to the programme of work which impacts on Defence Final Outputs, delivery of NBSOs, or which would breach approvals, must be referred to higher authority.

23. Liaise with other MOD stakeholders and authorities as required to support CS, LLM and Aviation responsibilities.

Reporting Responsibilities

24. ACNS(A&C) is 1RO for: ACOS CSAV, ACOS LLM, Air Station COs and EA/ACNS(A&C).
25. ACNS(A&C) is 2RO for: DACOS AV, DACOS AE, DACOS CS, DACOS LLM, MAVPSO TL, SNO QNLZ, BDS USA OPNAV N98 UK LO, all OF4 FAA Commanding Officers³², all Air Station HODS and ACNS(A&C) Staff Support.
26. ACNS(A&C) is 3RO for: all OF3 FAA Commanding Officers.

Competences

27. The post holder is:
- a. To be a Rear Admiral (X) (P/O).
 - b. To satisfy the Suitably Qualified and Experienced criteria laid down by the MAA.
28. Essential:
- a. Mandated training for ODH Responsibilities.
 - b. Understanding of P3M.
 - c. Major Projects Leadership Academy Graduate or attendance planned.
 - d. Mandated SRO Training Courses.
29. Highly Desirable:
- a. Finance and Military Capability Practitioner.
 - b. Managing Successful Programmes (MSP).
 - c. Management of Risk (MoR).
 - d. Management of Portfolios (MoP).
 - e. Financial Skills Certificate.

Committees and Working Groups

30. ACNS (A&C) is a standing member of the following:
- a. Military Aviation Authority Operators Council (MAA MOC).
 - b. Navy Command Operating Board.
 - c. Maritime Capabilities Board (MCB).
 - d. Quarterly Customer Review (QCR).

³² Except CHF COs, who are reported on by Comd/DComd JHC.

- e. DE&S 3* Quarterly Review of Programme Costs (Hels, Ships and Combat Air).
- f. CS/CEPP 3* Programme Board.
- g. Flag Officers' Forum.
- h. ICP Programme Board.
- i. AV 2* Deliver and In-Service Board.
- j. LLM 2* Deliver and In-Service Board.
- k. RN AOA Operating Safety Board (OSB).
- l. RN AOA Air Safety Steering Group (ASSG).
- m. NCHQ QEC Executive Board (QECEB).
- n. UK Military Flying Training System 2* Board (UKMFTS).
- o. DMR termly maritime ODH panel.
- p. FAA Commanding Officer Alignment Boards.
- q. Fly Navy Heritage Trust Trustee.
- r. Fleet Air Arm Museum Trustee.
- s. Other internal and external boards, committees and meetings as required.

TERMS OF REFERENCE

ASSISTANT CHIEF OF NAVAL STAFF (SUPPORT) (ACNS(SPT))

ACNS(SPT) AIM

To assure the delivery of specialist support solutions across Navy Command.

Primary Purposes

1. To provide specialist Logistics, Engineering Support and Infrastructure strategy, policy, doctrine, advice and assurance to all areas of Navy Command.
2. To provide 2* Command of the 3 Naval Bases.

Secondary Purposes

3. To be the Operating Duty Holder (ODH) for HM Naval Bases Portsmouth, Clyde (including RNAD Coulport) and Devonport, and the Dockyard Ports of Portsmouth, Clyde and Plymouth.
4. To provide Logistics, Infrastructure and Engineering Support inputs into the capability management and capability integration processes.
5. To assure the delivery of Logistics, Engineering and Infrastructure support solutions delivered within, and to, Navy Command by the DE&S, DIO and Navy Command.
6. To be the 2* Programme Director for the Support Improvement Programme (SIP).
7. ACNS(Spt):
 - a. Supports ACNS(Cap), ACNS(SSM) and ACNS(A&C) in the delivery of DLOD projects in support of capability development, capability change programmes and in sustainment of in-service capability management outputs, working within his financial delegations. He is responsible for reporting any DLOD risks and issues to Programmes and delivery of capability. ACNS(Cap), ACNS(SSM) and ACNS(A&C) are responsible for informing, and agreeing, with ACNS(Spt) the Logistics, Infrastructure and Engineering Support requirements.
 - b. Supports COMOPS in provision of Logistics, Infrastructure and Engineering Support and Naval Base services and advice; advising him of any shortfalls or risks to OC. COMOPS is responsible for reporting to ACNS (Spt) any risks and issues that have support implications.
 - c. Has a cooperative relationship with ACNS (Pers), and ACNS (Trg) for resolution of Pan DLOD issues and risks.
 - d. Is supported by FD(N) through the delivery of Portfolio Office, Resource and Finance management information and advice.

Accountability

8. ACNS(Spt) is accountable to the Second Sea Lord (2SL), except as stated at paragraph 8 below.

9. ACNS(Spt) is accountable to CNEO for the Operational Engineering pillar of the Naval Engineering Strategy (NES).

Responsibilities

(Naval Bases)

10. To Command and lead the 3 Naval Bases, providing oversight of activity by the Naval Base Commanders in order to achieve outputs in support of Fleet units and lodger authorities, and ensuring they operate in a safe and professional manner iaw letter of delegation and delegated budget.
11. To provide strategic direction, prioritisation and policy advice to the Naval Bases.
12. To be responsible for the delivery of support activity through the Naval Bases that reflects Navy Command priorities.
13. To act as Line Manager/Countersigning Officer for Naval Base subordinate staff, both Military and Civilian, and to ensure that all line management responsibilities are carried out in accordance with Departmental policy.
14. To be the Navy Command 2* lead for elements of the Maritime Support Delivery Framework (MSDF) support contract.³³ This includes acting as the intelligent customer for ensuring the provision of necessary support to the Fleet via the Naval Bases and industrial partners.
15. To direct Dockyard Port Marine Safety Policy to ensure that the Dockyard Ports operate safely with consistent and coherent management using a common framework.

(Logs)

16. To be the 2* owner of the Logistics LOD in Navy Command, providing Command oversight of this key horizontal enabler across all CDTs and platforms and ensuring that Logistics solutions, support and advice are provided as required across all 2* areas.
17. To lead Navy Command input into Logistics policy within the maritime and joint arena and lead interaction on Support matters with the Inventory Management Operating Centre (IMOC) and Logistics Commodities and Services.
18. To promote integration of maritime supply chain activities into the Joint environment, including into the Logistics Commodities and Services and Weapons Delivery transformation programmes.
19. To support the capability management areas by assuring the development of future support solutions and ensuring close integration between the ES and Logs areas.
20. To provide assurance to the Defence Authority for Logistics (CDM).
21. To be the primary Navy Command 2* point of contact with D(IMOC) on inventory management matters.

(ES)

³³ Which delivers outputs (currently) to the SSM, LLM, Logs/Infra and AFSUP CDTs (and in future to the CSAV CDT) as well as essential personnel support services in HMS NELSON and HMS NEPTUNE.

22. To be the 2* owner of the Engineering Support function in Navy Command, providing Command oversight of this key horizontal enabler across all CDTs and platforms, managing cross-cutting issues and providing support to CDTs, SROs and RSOs when requested on specific issues.

23. To lead Navy Command input into the generation of Engineering Support policy within the maritime and joint arena.

(Infra)

24. To be the 2* owner of the Infrastructure LOD in Navy Command, providing Command oversight of this key horizontal enabler across all CDTs and platforms and ensuring that Infrastructure solutions, support and advice are provided as required across all 2* areas.

25. To lead the Naval input to Infrastructure policy, to coordinate and prioritise risks to capability that require infrastructure solutions and to Hold to Account the DIO (and DE&S where applicable) for the delivery of those solutions.

(FARADAY/SIP)

26. To provide specialist 2* oversight and input into the FARADAY Engineering Branch strategic change programme.

27. To lead the Support Improvement Programme element of MRSIP, proposing, and subsequently implementing, changes and improvements across the support area. Noting that this will require close liaison with ACNS(SSM) and, to a lesser extent, ACNS(A&C) to ensure that solutions are aligned with their requirements, financial primacy and priorities.

28. To assure the DE&S provision of activity in support of the SIP, as agreed in the CASP.

(Other)

29. To support ACNS(Cap) in the assessment of Fleet Operational Capability and implement action as required within the Support area.

30. To support COMOPS and the Flotillas in the future force generation of ships and submarines by incorporating operational and support lessons, feedback and issues into future Naval Base, Logs, Infra and ES strategy and plans.

31. To be the 2* owner of NBSOs (7c (Infrastructure) and 7d (Logistics) responsible for their delivery, and for reporting of performance and associated risks via the QPRR to the Defence Board; and to contribute to the reporting of NBSO 7b Engineering Support)³⁴, for pan domain issues.

32. As a member of the Navy Command Operating Board (NCOB) to contribute to the wider development and generation of RN capability and the effective governance, management and delivery of Navy Command business outputs.

33. To be the champion for the Operational Engineering pillar of the Naval Engineering Strategy, which includes specific responsibility for the delivery of the Operational Engineering Vision.

³⁴ ACNS (SM), ACNS (Ships) and ACNS (A&C) are the owners responsible for its delivery.

34. To interact in Engineering Support, Logistics and Infrastructure matters across the Department, industry and external stakeholders in order to promote partnerships and create the environment for informed policy formulation and effective RN decision making. This will include liaison with: the MOD, other Services, JFC, PJHQ, DE&S, DIO and industry.

Authority

35. ACNS(Spt) has authority over:

- a. 3 x Naval Base Commanders (Portsmouth, Devonport, Clyde).
- b. ACOS(Logs and Infrastructure)
- c. ACOS(Engineering Support)
- d. Captain Waterfront Coherence and Assurance (WCA)
- e. Naval Base Command Secretariat

Reporting Responsibilities

36. ACNS(Spt) is 1RO for: NBC(P), NBC(D), NBC(C), ACOS(ES), ACOS(Logs & Infra), Capt WCA, NB Cmd Sec Hd and EA / ACNS(Spt).

37. ACNS(Spt) is 2RO for: Naval Base OF5s and Civil Service equivalents, ES Division OF5s, Logs and Infra Division OF5s, RNIO-Hd, NB Cmd Sec Civil Servants and PA / ACNS(SSM).

Competences

38. Essential:

- a. Mandated training for ODH Responsibilities.
- b. Understanding of P3M and the GCM model.
- c. Major Projects Leadership Academy Graduate
- d. Mandated SRO Training Courses
- e. Finance and Military Capability Practitioner
- f. Defence Strategic Commercial Course
- g. Defence Strategic Finance Course

39. Highly Desirable:

- a. Command experience at 1* level or above (Sea or Shore)

- b. Previous DE&S Experience
- c. Understanding of Engineering Support Policy
- d. Understanding of Joint Logistics Policy
- e. Understanding of Infrastructure within Defence

Committees and Working Groups

- 40. ACNS(Spt) chairs the following Committees/Meetings:
 - a. Naval Base Management Board
 - b. Maritime Engineering Support Board
 - c. Maritime Logistics Board
 - d. Maritime Infrastructure Board
 - e. Infrastructure Command Update Brief
 - f. Dockyard Ports Board
- 41. ACNS(Spt) attends the following committees and meetings:
 - a. NCOB
 - b. Flag Officers Forum
 - c. ICP Programme Board
 - d. CUB
 - e. SEXTET
 - f. Sub-Infrastructure Joint Committee
 - g. Submarine Centre of Specialisation Steering Group
 - h. Oil Pipeline authority (OPA) Strategic Meeting
 - i. Gulf Preparedness Board (GPB)
 - j. Defence Nuclear Regulation Stakeholder Committee (DNRSC)
 - k. Maritime Stakeholders Safety and environment Committee (MSSEC)
- 42. ACNS(Spt) may represent 2SL, when required, at the:
 - a. Defence Logistics Board.
 - b. Infrastructure Joint Committee.

TERMS OF REFERENCE

NAVAL SECRETARY AND ASSISTANT CHIEF OF NAVAL STAFF (PERSONNEL) AND FLAG OFFICER (RESERVES)

NAVSEC AIM

To ensure that the Naval Service has sufficient, capable, motivated and suitably deployable people in the Naval Service to meet the needs of defence employers, both now and in the future. Also, to direct the management of and provide the 2* leadership to the Maritime Reserves.

Primary Purpose

1. The Naval Secretary is responsible for ensuring that there are sufficient, capable, motivated and suitably deployed people in the Naval Service to man the Fleet and meet the needs of defence employers, both now and in the future. As Flag Officer (Reserves) he directs the management of and provides the 2* leadership to the Maritime Reserves.

Secondary Purposes

2. As ACNS(Pers):

a. Supports ACNS(Cap), ACNS(SSM) and ACNS(A&C) in the delivery of DLOD projects in support of capability development, capability change programmes and in sustainment of in-service capability management outputs, working within his financial delegations. He is responsible for reporting any DLOD risks and issues to Programmes and delivery of capability. ACNS(Cap), ACNS(SSM) and ACNS(A&C) are responsible for informing, and agreeing, with ACNS(Pers) the Manpower requirements.

b. Supports COMOPS in provision of SQEP Manpower and advice; advising him of any shortfalls or risks to OC. COMOPS is responsible for reporting to ACNS (Pers) any risks and issues that have manpower implications.

c. Is supported by FD(N) through the delivery of Portfolio Office, Resource and Finance management information and advice

Accountability

3. The Naval Secretary is accountable to Chief of Naval Staff / First Sea Lord (CNS/1SL). FORes and ACNS(Pers) is responsible to Second Sea Lord (2SL).

Responsibilities

4. NAVSEC is the 2* owner of NBSO 6a (Service Personnel) and is responsible for its delivery, and for reporting of performance and associated risks via the QPRR to the Defence Board

5. NavSec has three related but separable responsibilities:

a. As Assistant Chief of the Naval Staff (Personnel), NavSec is responsible to 2SL for:

i. acting as the Deputy PPO, leading and managing the effort to formulate, enable and deliver the PPO's agenda across Defence.

- ii. delivering the PLOD element of Force Development.
- iii. capability planning for the Personnel DLOD.
- iv. delivering the human element of capability (with FOST, FOSNNI and CofF).
- v. directing and guiding the personnel Division of the Navy Command Headquarters
- vi. influencing the tri-Service people agenda, contributing with Army and RAF counterparts to the formulation of strategic personnel policies and plans, which are led under the authority of the Central MOD.
- vii. delivering coherent Naval Service personnel strategy, policies and plans.
- viii. providing sustainable Naval Service manpower structures.
- ix. leading the branch and career management of all officers and ratings, which meets the Service need and supports the individual.
- x. providing specialist welfare support.
- xi. providing optimum healthcare services to benefit the Naval Service and wider Armed Forces community, in concert with Joint Medical Command.
- xii. correct application of the Armed Forces Acts, and delivery of accurate legal advice to Defence.
- xiii. delivery of Personnel Defence Line of Development inputs into equipment capability and capability integration processes.
- xiv. meeting the Fleet Command's priorities for the personnel component of capability.
- xv. contributing to the wider development and generation of Fleet Capability.
- xvi. managing Navy Command's manpower budget.
- xvii. assuring and executing of the Naval Service's Moral Component of Operational Capability.
- xviii. assuring employers' delivery of PPO directives and policy.
- xix. leading a regime that encourages and enables personal development.
- xx. acting, when appropriate, as a Superior Officer in Level 2 Service Complaints.
- xxi. acting as 2* Operational Duty Holder for JSASTC and JSSADC.

b. As the Naval Secretary, NavSec is responsible to 1SL for:

- i. managing the careers of all officers of Captain and above.
- ii. managing all matters relating to the Flag plot.
- iii. fulfilling Divisional Officer duties to Flag officers.
- iv. assuring the proper discharge of all promotion and advancement boards.
- v. attending the Service Secretaries Meeting to consider all 1* and OF5 competed appointments.
- vi. engaging with single Service Secretaries to ensure that appointing policies and competitions for appointments deliver the best outcome for defence.
- vii. managing Naval Service Honours and Awards policy and recommendations, and being the Naval Service representative on the Armed Forces Operational Awards Committee.
- viii. acting as the Naval point of contact with the Royal Households, in liaison with DS Sec.
- ix. discharging of Ratings and Other Ranks from the Naval Service and, when appropriate, delegating authority for the discharge of Ratings and Other Ranks.

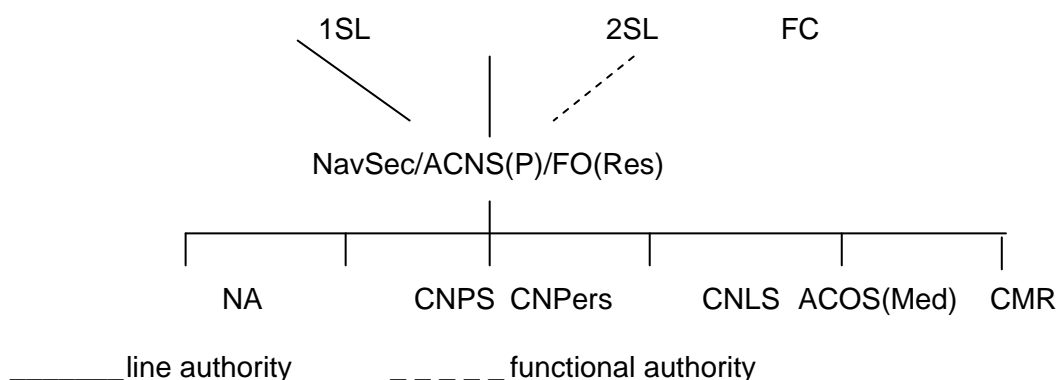
c. As Flag Officer (Reserves), NavSec is responsible to 2SL for:

- i. The provision of strategic direction and guidance to the Commander Maritime Reserves (COMMARRES).
- ii. ODH for the Maritime Reserve (delegated to DCMR).

- iii. Representation of the Naval Service at the VCDS Reserves Executive Committee (REC).
- iv. Representation of the Naval Service at the Defence FR2020 Programme Board.
- v. Delivery of the NC FR2020 Programme as the Senior Responsible Officer (SRO).

Organisation

6. Organisational diagram:



Reporting Responsibilities

7. NavSec is 1RO for: CNPERS, CNPS, CNLS, ACOS MED, NA, CMR and PSO NavSec.
8. NavSec is 2RO for NASO and EA NavSec as well as:
- a. Within CNPERS: DACOS Ops and Plans, DACOS CM, CAPT PFCS and PD, CNPERS Coord.
 - b. Within CNPS: CNPS JEJ RN, CNPS COS, DACOS PPlan, DACOS BM, PPOL E&D SO1, DACOS PPA, CNPS Coord.
 - c. Within ACOS MED: DACOS MED OP CAP, DACOS Health, MOIC INM, DACOS CLIN PERS POL.
 - d. NLS DACOS LEGAL within CNLS.
 - e. Within CMR: DCMR, CAPT NORTH, CAPT SOUTH, CAPT OC2, RMR COL, RNR TRAINING COL, COL FIN PERS

Competences

9. Essential:
- a. Understanding of P3M and the GCM model.
10. Desirable:
- a. Personnel experience at 1* level.

- b. RCDS.
- c. Finance and Military Capability Practitioner
- d. Defence Strategic Finance Course

Committees and Working Groups

11. NavSec Chairs the following:

- a. NSPB.

12. As well as regular Routine Calls, NavSec attends the following committees and meetings as ACNS(Pers):

- a. NCOB.
- b. Go5.
- c. RNAC.
- d. DRB.
- e. MARCAP Board.
- f. Gulf Preparedness 2* Forum.
- g. QCIMB.
- h. ICP PB.
- i. COS Flag Officers.
- j. Navy Command Flag Officer's Forum.
- k. DMSB.
- l. NavSec PMG.
- m. FSSG.
- n. NHSSG.
- o. Fleet Commander O Group.
- p. CUB.
- q. DPSAG.
- r. CSO Moderation Panels.

13. NavSec attends the following committees and meetings as NavSec:

- a. FSOAB.

- b. SSM.
- c. Various Promotion Boards.
- d. HHC.
- e. LHC.
- f. Flag Advisory Board.
- g. AFOAC.

14. NavSec attends the following committees and meetings as FORes:

- a. FR20 SG.
- b. NC FR20.
- c. REC.

TERMS OF REFERENCE
COMMANDER OPERATIONS
REAR ADMIRAL SUBMARINES

COMOPS AIM

Direct the employment, operation and support of those Force Elements under OPCOM/OPCON of the Fleet Commander in accordance with the Navy Command Operating Model, the Nuclear Directive, and NATO and Allied Directives.

Primary Purposes

1. Exercise Operational Command (OPCOM) of all RN Units in Fleet time, including 3 Cdo Bde RM, when not under CJO's OPCOM, and non-JHC operational RN air squadrons: this includes OPCON of Faslane, Devonport and Portsmouth Flotillas.
2. COMOPS is to lead the Fleet Incident Response Cell.
3. On behalf of the Fleet Commander, act as the SSBN delivery Force Commander, executing OPCOM of the SSBN force (CTF 345) and support the delivery of CASD.
4. Act as the SSN delivery force Commander, executing OPCOM of the SSN Force (CTF 311).
5. Optimise the RN's operational outputs to meet MOD and stakeholders' demands and deliver the Fleet Operational Priorities and the Long Term Operating Schedule.
6. Maximise opportunities for, and provide operational command of, NCHQ capability recovery and growth activities, specifically Operation COUGAR and its associated RFTG / JEF(M). development.
7. Inform and influence DRR recommendations with respect to the Command function and support implementation of its recommendations.
8. On behalf of the Fleet Commander, manage the Force Generation of all Maritime Assets, including the Lead Commando Group.
9. Through Command of CTF 320, deliver Maritime Security Operations within the UK, overseas territories and outside existing JOAs; this includes ASW theatre Command and responsibility for MCT operations.

Secondary Purposes

- 10³⁵. As RASM, exercise 'Tribal Chief' and head of fighting arm responsibilities for the submarine flotilla to include:
- a. 1SL and Fleet Commander's representative/advisor on submarine matters.
 - b. Provide mentoring to, and assurance of, the submarine flotilla including monitoring the Moral Component and taking early action to respond to developing trends.

³⁵ All of para 10 subject to review

- c. Act as a focal point on submarine issues; in particular personnel issues.
 - d. Interlocutor with international submarine services on both professional and esprit de corps/heritage matters. These links are particularly strong (and formalised) with the US which recognises him as the Senior Responsible User.
 - e. Trustee of the Royal Navy Submarine Museum.
11. As champion for the intelligence specialisation, oversee the revitalisation of the Naval Intelligence Capability and the establishment of a viable and operationally relevant Naval Intelligence Sub-Branch.
 12. To support the Fleet Commander and 2SL in the delivery of NC outputs and associated BOI and Pan DLOD prioritisation in support of the Navy Command Plan and NAVB strategic direction, set against an emerging resource position.
 13. To deliver ICP initiatives through C2 and administrative authority of the Flotillas, Capability Integration Cell and 3 Cdo Bde. To fully exploit the synergy between the Flotillas and the MOC in order to simplify the Command Chain, increase Force Generation agility and allow clearer delegation.
 14. To be the NC 2* Lead for reporting NBSOs 1 (RN Contribution to success on Operations and NBSO2 (Standing Commitments and Tasks) and to comment on NBSO 3 (readiness for contingency)
 15. To act as a 2* Security Risk Manager in accordance with 1SL Security Policy and to ensure compliance through the 2 * Security Risk Manager Working group across the Flotillas and 3Cdo Bde.

Accountability

16. COMOPS is accountable to the Fleet Commander.

Responsibilities

17. Responsible to the Fleet Commander for the Operational Command of RN Force Elements operating in Fleet time and outside of CJO or other Commander's JOA.
18. To direct the Flotillas in the force generation of ships and submarines.
19. As a member of the Navy Command Operating Board (NCOB) to contribute to the wider development and generation of RN capability and the effective governance, management and delivery of Navy Command business outputs.
20. As a member of the Fleet Command Board, ensure the effective generation and operation of all maritime Force Elements to meet the tasks, operations and standing commitments that defence Mandates of the Naval Service.
21. To be a member of the OF4 ASB and OF4/5 SASB
22. To liaise as appropriate with the Naval Staff, MOD, Single Service staffs, other Government Departments and other Navies to achieve his Primary and Secondary Purposes.

23. COMOPS is responsible for reporting to ACNS (SM) any submarine operational risks and issues that have ODH implications.
24. COMOPS is responsible for reporting to ACNS (Ship) any surface fleet operational risks and issues that have ODH implications.
25. COMOPS is responsible for reporting to ACNS (A and C) any capital ship operational risks and issues that have ODH implications.
26. To provide generic ship-based advice and support to ACNS(A&C) in the latter's role as 2* lead for the capability management of QEC, LPH and LPD.

Authority

27. COMOPS is authorised within delegated authority, to exercise Command and functional authority over the Flotillas, Force Generation Authorities and 3CDO Bde with authority to hold them to account for delivery of their components of mandated and approved programmes and projects.

Reporting Responsibilities

28.
 - a. COMOPS is **1RO** for: DACOS(OPS) / DACOS (CTS) / DACOS (NI) / DACOS (FGEN) / COMPORFLOT / COMDEVFLOT / COMFASFLOT,
 - b. COMOPS is **2RO** for: OF5 in Command / 8 x FLOT OF 5 / DUKMCC / UK MARFOR EU AFLO / EA / 16 x MOC SO1 / 3 X FGEN SO1 / CO DAMNECK / JIATF LO / RNLO BRAZIL / RNLO GULF / FLAG LT

Competences

29.
 - a. Essential
 - i. Command Experience at 1* level or above (Sea or Shore)
 - ii. Submarine Command at OF4.
 - iii. Surface Command at OF4 or OF5.
 - b. Highly Desirable
 - i. Second Flag Appointment
 - ii. Recent Operational Experience (within 5 years)

Committees and Working Groups

30. COMOPS chairs the following Boards/Committees/Meetings:
 - a. Submarine Advisory Board
 - b. Gulf Preparation Forum
31. COMOPS attends the following boards, committees and meetings:
 - a. Navy Command Operating Board

- b. Flag Officers Forum
- c. CUB / ECUB
- d. The Nuclear Firing Chain Steering Group
- e. Future Submariner Steering Group
- f. Successor Steering Group

TERMS OF REFERENCE
ASSISTANT CHIEF OF STAFF (TRAINING) (ACNS(T) /
FLAG OFFICER SEA TRAINING (FOST)

ACNS(T)/FOST'S AIM

To lead the Naval Training Command in the delivery of the Royal Navy recruiting and training, and to provide appropriate governance and oversight of that training when delivered elsewhere in Defence.

Primary Purpose

1. ACNS(T)/FOST is responsible to 2SL for the governance and delivery of recruiting and individual training for Naval Personnel, and to Fleet Commander for unit and platform collective training across the Royal Navy, responding to command pull from ACNS(Pers) and COMOPS respectively.

Secondary Purposes

2. As a member of the 2* Navy Command Operating Board he has corporate responsibility for contributing to the wider development of Fleet Capability, particularly in the areas of future training capability.

3. ACNS(T)/FOST has the pan-RN responsibility for the provision of, and monitoring the adherence to, RN individual and collective training policy across the entire training estate³⁶. He is responsible for:

- a. Providing second party assurance of the delivery of individual training across Navy Command by directing his audit team accordingly
- b. Supporting the Force Generation process by provision of deployed continuation training and assurance when requested.
- c. The DLOD generation of Joint Training (Tier 2/2+) through JTEPS.

4. ACNS(T)/FOST

- a. Supports ACNS(Pers), ACNS(Cap), ACNS(SSM)³⁷ and ACNS(A&C) in the delivery of DLOD projects in support of capability development, capability change programmes and in sustainment of in-service capability management outputs, working within his financial delegations. He is responsible for reporting any DLOD risks and issues to Programmes and delivery of capability. ACNS(Pers), ACNS(Cap), ACNS(SSM) and ACNS(A&C) are responsible for informing, and agreeing, with ACNS(T)/FOST the required GTS, Statement of Training Requirement and required individual competences.

³⁶ ACNS(T)/FOST is not responsible for the delivery of Marine and Air Engineering, Logistics, Policing and Guarding, Security, Language, Intelligence, Photography, Medical or Aviation training. However, ACNS(T)/FOST staff do monitor the Phase 2 Pipeline Management of these areas.

³⁷ ACNS (Ships) and ACNS(SM)/FOSNI from Jul 15.

- b. Supports COMOPS in provision of unit and collective training against agreed training directives, and advising him of any shortfalls or risks to OC. COMOPS is responsible for reporting to ACNS(T)/FOST any risks and issues that have training implications.
- c. Has a cooperative relationship with DLOD owners for resolution of Pan DLOD issues and risks.
- d. Supports ACNS (Pol) in the delivery of the international training element of the Defence Engagement Plan.
- e. Is supported by FD(N) through the delivery of Portfolio Office, Resource and Finance management information and advice.

Accountability

- 5. ACNS(T)/FOST is accountable to the Fleet Commander, with functional responsibility to 2SL for the Develop-Deliver functions of Recruiting, Shore Training, and Training Policy.

Responsibilities

- 6. ACNS(T)/FOST is authorised to implement RN Training and Education policies on behalf of 2SL and Fleet Commander.
- 7. ACNS(T)/FOST is authorised to:
 - a. Provide leadership and direction to the Naval Training Command.
 - b. Deliver individual and collective training for the Royal Navy, operationalising this training across all elements of the Training Command to meet the requirements of operational commanders.
 - c. Lead development of Naval Service Training and Education doctrine, ensuring RN perspectives are reflected in the Defence Personnel and Training Strategy and Plan
 - d. As ACNS(T), provide the Training DLOD input into the Maritime Capability Strategy and Plan.
 - e. Provide individual and collective International Defence Training opportunities in support of the Government's Defence Engagement Strategy
 - f. Liaise as appropriate with the Naval Staff, MOD, Single Service staffs and other Navies to achieve his Primary and Secondary Purposes.
 - g. Optimise the use of Naval Training Command assets and the estate for the delivery of recruiting and training.
 - h. Conduct influence and engagement activities in order to improve wider understanding of RN relevance and reputation.
 - i. Fulfil 2* punishment and Service enquiry responsibilities as a Flag Officer.
- 8. ACNS(T)/FOST is to:

- a. Develop Naval Service training and education policies.
 - b. Deliver methods to progress the Naval Service element of the Training DLOD.
 - c. Formulate coherent strategic training and education policy and plans for the Naval Service, ensuring the right levels of external stakeholder engagement.
 - d. Deliver the Maritime Training Strategy headmarks of agility, interoperability, synthetics and value for money.
 - e. Act as the RN's MOD Unified Customer representative in the Joint training environment, working closely across NCHQ to ensure that the output of the training delivered by other Commands (Defence Academy for Nuclear T&E; 22Gp for Defence College of Technical Training; HQ ARTD for elements of RM training and land training estate) reflects and contributes to optimal maritime capability coherence.
 - f. To act as SRO for any future programmes from time to time mandated, and to be accountable for successful delivery of objectives, outcomes and benefits. This includes the establishment of effective programme management structures, arrangement and governance.
 - g. Act as the Navy Command 2* lead on FOAP in conjunction with Finance Director (Navy).
 - h. Deliver robust training assurance and audit processes to support Fleet's evaluation of Operational Assurance.
 - i. Champion resource issues within the ACNS(T)/FOST budgetary pillar while delivering output and ensuring value for money.
 - j. As a Security Risk Manager ensure the security of all personnel, information and materiel under command.
9. ACNS(T)/FOST has 1st reporting responsibility for:
 - COMCORE, COMOT and ACOS(Trng)
 - EA ACNS(T)/FOST
 10. ACNS(T)/FOST has 2nd reporting responsibility for:
 - Captain Training (North), Captain (South), Captain JTEPS, Captain MWS,
 - Captain Navy Recruiting, CO 1AGRM, Captain HMS RALEIGH, Captain BRNC, Comdt CTCRM
 - DACOS Training, DACOS MTAO, DACOS CTS-POTS
 - Flag Lt, House Manager, Driver

Principal Tasks

11. ACNS(T)/FOST's principal tasks are:

- a. Chair the Maritime Training Command Board and FOST Management Group, ensuring the proper management of people, resources, risk and output.
- b. To deliver the requisite quantity of trained, motivated and educated personnel, from within the areas for which ACNS(T)/FOST is responsible, in accordance with the requirement targets laid out by ACNS(Pers) and ACNS(Cap) for both quantity and capability, to meet the needs of the Royal Navy and Defence.
- c. To carry forward training modernisation and betterment in accordance with the Maritime Training Strategy, while ensuring delivery of our unique ethos, values and standards.
- d. Fulfil the role of Operating Duty Holder for the Naval Training Estate.
- e. Provide pan Navy policy and advice on all RN Education and Lifelong Learning and Resettlement (EL3R) delivery, including career and post graduate education, and for the outputs of EL3R through NETS.
- f. Develop the capability of international allies and coalition partners through the delivery of International Defence Training, maximising opportunities for income generation where appropriate.
- g. Deliver coherent Training DLOD into each stage of Maritime Capability Planning, ensuring it is aligned with the Defence People and Training Strategy.
- h. Ensure that the training delivered within the ACNS(T)/FOST Command achieves, maintains and assures the capabilities, readiness and performance standards required by Operational Commanders.
- i. To drive forward estate rationalisation while achieving betterment and operational improvement.
- j. Drive, in conjunction with the Naval Staff, the Royal Naval influence agenda. Hosting delegations, VIPs and visiting dignitaries while inculcating them in the value, spirit and ethos of the Royal Navy.
- k. While deferring to the Regional responsibilities of ACNS (Pol) and the local Naval Base responsibilities of the Naval Base Commander, act as the Royal Navy's 2* ambassador in the South West, representing the First Sea Lord and the Royal Navy as required.
- l. Maintain naval security for the Naval Training Command, ensuring the appropriate governance processes are in place to make it work.
- m. Act as Local Exercise Sea Area Commander in the UK South Coast Exercise Areas for the safe and efficient conduct of activity in allotted Exercise Areas.
- n. Ensure Navy Training Command Safety and Environmental compliance. Oversee the investigation and feedback capability to the NCHQ.

Committees and Working Groups

- 12. ACNS(T)/FOST chairs the following Committees/Meetings:
 - a. Maritime Training Command Board.

- b. FOST Management Group
 - c. Naval Training Command Whitley Committee
13. ACNS(T)/FOST attends the following committees and meetings:
- a. Fleet Command Board.
 - b. Navy Command Operating Board
 - c. Naval Service Personnel Board.
 - d. Navy Command Integrated Change Programme Board
 - e. CUB
 - f. QEC Executive Board.
 - g. DTTCP Programme Executive Board
 - h. Naval Heritage Strategic Steering Group

TERMS OF REFERENCE

Commander United Kingdom Amphibious Forces (COMUKAMPHIBFOR) / Commandant General Royal Marines (CGRM)

COMUKAMPHIBFOR / CGRM AIM

To act as the professional head of the Royal Marines and to ensure the permanently constituted COMUKAMPHIBFOR 2* HQ is held at very high readiness to command joint and combined operations at the operational level.

Primary Purposes

1. As Head of Fighting Arm, to act as Senior Amphibious Advisor to 1SL, Fleet Commander and 2SL; providing leadership and management oversight of the RM in regard to the Conceptual Component (how we fight), Moral (why we fight), and Physical (what we fight with) Components of the RM Capability; including RM elements of the UK SF Group.
2. As CGRM and Tribal Chief, to advise 1SL, Fleet Commander and 2SL on RM careers, structures and Regimental matters.
3. As CAF, to command UK, Allied or Coalition forces worldwide, as a Joint, Maritime or Land Component Commander when assigned under directives issued by CJO, Fleet Commander or other Commanders.

Secondary Purposes

4. As 1SL's Amphibious Advisor and a Board member, provide RMC (specifically optimised against DSD 13 mandated outputs, the NS' FF 2025 vision and SDSR 15 Campaign Plan) and wider military advice to NAVB; especially, on JEF.
5. Advise the Fleet Commander on operational amphibious matters worldwide, and related current and contingent Military Effects/Tasks.
6. Alongside COMUKMARFOR, and through COM(OPS), advise PJHQ on the maritime/amphibious contribution to operations.
7. Deliver a core deployable 2* staff, at the directed levels of readiness.

Accountability

8. CGRM is accountable to 1SL, through the Fleet Commander, for operational amphibious matters, and for all RM regimental matters.
9. CAF is directly accountable to the Fleet Commander for the generation of CAF and HQ 3 Cdo Bde RM capable of meeting the requirements of a 2* Joint, Land or Maritime Component Commander and, at the 1* level, HQ 3 Cdo Bde RM.

Responsibilities

10. CAF is responsible to the Fleet Commander, CJO or other National, Alliance and Coalition Joint Commanders when exercising OPCOM/OPCON under their directives.

11. CAF, alongside COMUKMARFOR and ACNS(Spt)/ACNS Capability, is responsible to the Fleet Commander for the Battle Staff training, validation and development process.
12. To act as RM focal point for pan-Defence, parliamentary and civil/international organisations to provide independent specialist advice on RM Regimental and operational amphibious matters.
13. To act as lead for the RM operational contribution to the Naval Service's input to the UK's Strategic Defence and Security Review/Strategic Guidance mechanism.
14. Through early engagement in the estimate process, identify the options available from the Maritime Component/Contingent to deliver Joint Effect, and to generate the requisite force packages.
15. In conjunction with COMUKMARFOR, FOST and the JFC, develop and deliver a Battle Staff validation programme, with particular responsibility for validating 1* HQ and Battle Staffs.
16. As CAF, validate HQ 3 Cdo Bde's preparation, deployment, sustainment and recovery of LCG as the RFTG's R2 Amphibious Landing Force and RM Ships' Dets/FP and Boarding Teams.
17. When assigned as an EU Operation Commander, be prepared to exercise Operational Command of the EUBG or any second Operation assigned to the EU OHQ at Northwood by the PSC.
18. When assigned as the EU Operation Commander for Op ATALANTA, work with and encourage Somali Federal Government Ministers to adopt and develop maritime safety and security governance, in cooperation with international stakeholders and EU sister missions ashore in Somalia; moving ATALANTA from a 'supported' to 'supporting' command and promoting the EU Comprehensive Approach. Develop and enhance PJHQ theatre awareness and understanding of Somalia & regional actors.
19. As the EU Operation Commander for Op ATALANTA, Lead the Strategic Review, mandate renewal and OPLAN update of Op ATALANTA, working with CMPD, EUMS and EU Member States, and supporting PSC deliberations.
20. As the EU Operation Commander for Op ATALANTA, exercise Operational Command of Op ATALANTA, commanding EU Forces to disrupt and deter piracy around the Horn of Africa, and ensure the maintenance of Force Flow through liaison with EU Member States.
21. Maintain CAF's operational readiness as NS' BS with particular emphasis on: Op MAINSTAY; the UKNLAF; UK-FR CJEF initiative; Defence Engagement; USMC's CRFs; and RFTG COUGAR deployments.
22. Support Fleet Commander (and 2SL) in the delivery of NC outputs and associated BOI and pan DLOD prioritisation in support of the Navy Command Plan and NAVB strategic direction set against the emerging resource position.

Authority

Regimental Authority

23. As CGRM, he is authorised to direct regimental matters over all RM units and commands on behalf of 1SL.

Line/Functional Authority

24. CAF is authorised to exercise line authority over CAF Battle Staff and other contingent augmented Staffs. CAF is authorised to exercise authority over all 1* officers supporting him in the execution of his duties.

Reporting Responsibilities

25. CGRM/CAF is 1RO for: Comd 3 Cdo Bde RM, CAF COS and MA CGRM/CAF (also has input into ACOS LLM/DCGRM's report)

26. CGRM/CAF is 2RO for: All OF5s and OF4s in operational command, all OF4s within Comd 3 Cdo Bde RM's chain of command, Corps RSM and ADC CGRM/CAF.

Competences

27. Essential:

- a. Mandated training for ODH Responsibilities.
- b. Understanding of P3M and the GCM model.
- c. Major Projects Leadership Academy Graduate
- d. Mandated SRO Training Courses
- e. Finance and Military Capability Practitioner
- f. Defence Strategic Commercial Course
- g. Defence Strategic Finance Course

29. Highly Desirable:

- a. Managing Successful Programmes (MSP) Practitioner
- b. Management of Risk (MoR)
- c. Management of Portfolios (MoP)
- d. Financial Skills Certificate

Committees and Working Groups

28. CGRM/CAF chairs the following Boards/Committees/Meetings:

- a. Royal Marines Board (RMB).
 - b. Royal Marines Advisory Group (RMAG).
29. CGRM/CAF attends the following boards, committees and meetings:
- a. Admiralty Board (guest attendee)
 - b. Navy Board
 - c. Fleet Command Board (FCB)
 - d. Navy Command Operating Board (NCOB)
 - e. Flag Officers Forum
 - f. ECUB / CUB
 - g. Lower Honours Committee
 - h. RN/RM Children's Fund (Trustee).
 - i. Joint Force Command Group (JFCG).
 - j. Flag and 1* Promotion Board.
 - k. OF4 Military Command Final Selection Board
 - l. Lt Col to Col RM Final Selection Board
 - m. Other internal and external boards, committees and meetings as required to fulfil his purposes.

TERMS OF REFERENCE

Commander United Kingdom Maritime Forces (COMUKMARFOR)

COMUKMARFOR Aim

To be the UK's 2* deployable Maritime Component Commander - and to ensure that the Maritime Battle Staffs are trained, validated and manned at the appropriate readiness levels demanded by UK Defence to command maritime operations anywhere in the world as directed.

Primary Purpose

1. As COMUKMARFOR to be responsible for the generation, validation and deployment of Maritime C2 at both the 1* and 2* component level and be prepared to command UK, Allied or Coalition forces worldwide, as a Joint or Maritime Commander when assigned under directives issued by CDS, CJO or the Fleet Commander.

Secondary Purposes

2. Deliver core deployable 1* & 2* Maritime Deployable staffs at the directed levels of readiness demanded by Defence (MBS, COMATG and UKMCC).
3. To be the NATO 2* MCC under the HRF(M) rotation cycle.
4. To lead, develop and integrate a Carrier Strike Group Capability (CSG) to support the QE class carriers as they enter service.
5. As necessary, and in conjunction with COMUKAMPHIBFOR and COM(OPS), to advise PJHQ on the Maritime/Amphibious contribution to operations.
6. To lead on international maritime operational C2 responsibilities as necessary, but principally through NATO, CJEF, JEF and individual bi-lateral arrangements.

Accountability

7. CMF is directly accountable to the Fleet Commander for delivery of a Maritime Battle Staff capable of meeting the requirements of a 2* Maritime Component Commander and, at the 1* level, COMATG and UKMCC.
8. CMF is functionally responsible to the Fleet Commander, CJO or other National, Alliance and Coalition Joint Commanders when exercising OPCOM/OPCON under their directives.

Responsibilities

9. Coordinate higher level operational training in order to deliver Fleet, JFCG and NATO training and exercise targets.
10. In conjunction with CAF, FOST and the JFC, develop and deliver a Battle Staff validation programme, with particular responsibility for validating 1* HQ and Battle Staffs.
11. To achieve specified maritime effects, plan and conduct deployments and exercises.

12. Be prepared to exercise Operational Command of the EUBG or any second Operation assigned to the EU OHQ at Northwood by the PSC on a rotational basis with CAF.

Authority

Line/Functional Authority

13. CMF is authorised to exercise line authority over CMF Battle Staffs and other contingent augmented Staffs. CMF is authorised to exercise functional authority over all officers supporting him in the execution of his operational duties.

Competences

14. Essential:

- a. Previous 1* Formation Command.
- b. Higher Command Staff Course (HCSC).
- c. Sea Command at a minimum of OF4 level.
- d. PSC(j).

15. Highly Desirable:

- a. Joint or Centre operational/commitments experience at OF5 level or above.

Committees and Working Groups

16. As CMF, attend the following boards, committees and meetings:

- a. Fleet Command Board (FCB).
- b. Flag Officers' Forum.
- c. ECUB/CUB.

TERMS OF REFERENCE

CHIEF OF STAFF INTEGRATED CHANGE PROGRAMME

COS ICP AIM

To achieve the ICP end state: Navy Command has the structures, processes, people, skills, governance and behaviours in place to deliver the Navy Command Plan effectively and efficiently as part of business as usual.

Preamble

1. The Navy Board directed that the Navy Command (NC) Integrated Change Programme (ICP) be led at 2 star level with effect from 7 Oct 13 until Apr 16. COS ICP, as Programme Director, is accountable to 2SL, as SRO, and to the Navy Command Operating Board (NCOB). The programme is supported by a Sponsoring Group chaired by 2SL. COS ICP will also be a member of COM(F)'s Maritime Enterprise Acquisition Reform Board.

Primary Purpose

3. Navy Command is required to fully implement the Defence Reforms recommended by Lord Levene and to support the Acquisition Reform programme, which incorporates both the Materiel Strategy and Customer Design. Together these change programmes will fundamentally affect the manner in which the business of the Royal Navy will be conducted across the Maritime Enterprise. COS ICP is to lead the NC programme to design and implement these changes in support of the ICP end state.

Primary Tasks

4. Work closely with Head Office, DE&S, JFC, DIO, the other FLCs and Strat Prog to establish NC as an Intelligent Customer within the revised Acquisition System.

5. Ensure that COM(F)/CFS is fully conversant with Navy Command issues when he represents the Maritime Enterprise at the Acquisition Architecture Board.

6. Raise issues that cannot be resolved with NC suppliers to 2SL.

7. Achieve the CD Intelligent Customer IOC by 1 Jul 15.

8. Put in place a P3M compliant Capability Management model, based on platform focussed programmes.

9. Assist in implementing and monitoring the effectiveness of CASP 15 and the development of CASP 16.

10. Re-write the NCOM and monitor the health of the new organisation, proposing changes as necessary.

11. Report progress and challenges to the NCOB on a monthly basis, and to wider Head Office boards as required.

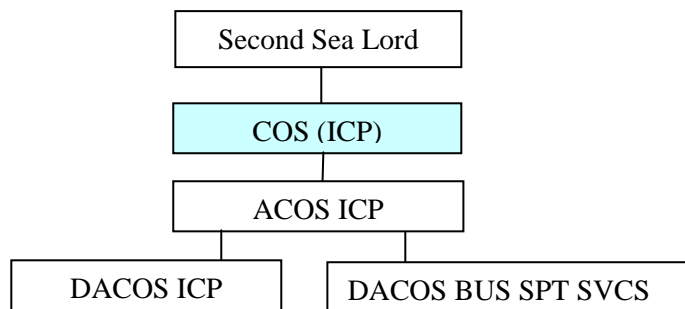
12. As the 2* owner of NBSO 5 (Transformation), COS ICP is responsible for its delivery, and for reporting of performance and associated risks via the QPRR to the Defence Board

Secondary Tasks

13. Develop workstrands to cover:
- a. Programme management and programme support functions.
 - b. Management Information.
 - c. P3M Centre of Excellence and KSE development.
 - d. Business processes and tools.
 - e. Business Leadership, behaviours and ways of working.
 - f. Internal communications.
 - g. Sustainment of the changes.

Accountability

15. COS ICP is directly accountable to the Second Sea Lord.



Authority

16. Liaise with internal and external agencies as appropriate in order to achieve the Purposes/Objectives and Tasks detailed above.

Reporting Responsibilities

17. a. 1RO to ACOS ICP; COS ICP/EA
- b. 2RO to DACOS ICP (if post filled); and to all the SO1s given the gap.

Competences

18. Essential:
- a. Managing Successful Programmes (MSP) Practitioner
 - b. Understanding the GCM model, FMC Operating Model and ASOM

- c. Finance and Military Capability Practitioner
 - d. Defence Strategic Commercial Course
 - e. Defence Strategic Finance Course
19. Highly Desirable:
- a. Management of Risk (MoR)
 - b. Management of Portfolios (MoP)
 - c. Financial Skills Certificate

Committees and Working Groups

20. COS ICP will be a member of:
- a. The NCOB.
 - b. The MEARB.
 - c. ICP Programme Board.
 - d. Maritime Enterprise Change Meeting.
 - e. Customer Design Programme Board.
 - f. Quarterly Customer Review.
 - g. CUB.
 - h. COS HQ Flag Officers Forum.