



Department
for Culture
Media & Sport

From the Permanent Secretary

Department for Digital, Culture, Media and Sport
100 Parliament Street
London
SW1A 2BQ



Infrastructure
and Projects
Authority

From the Chief Executive

Infrastructure and Projects Authority
1 Horse Guards Road
London
SW1A 2HQ

23rd April 2021

To: **Emma Squire** Senior Responsible Owner (SRO) Festival UK*
2022 Programme

From: **Sarah Healey** Permanent Secretary and **Nick
Smallwood**, Chief Executive, IPA

Subject: Appointment as Senior Responsible Owner (SRO) for the Festival UK* 2022 Programme

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Festival UK* 2022 Programme, directly accountable to the DCMS permanent Secretary under the oversight of Caroline Dinenage MP, Minister of State for Digital and Culture.

You will carry out this role alongside your other responsibilities and must ensure that you allocate sufficient time to enable the effective delivery of the role and responsibilities, as set out in Annex 1. This will be periodically reviewed to ensure that an appropriate balance is maintained across your portfolio of activities.

As SRO you have personal responsibility for delivery of Festival UK* 2022 within England and working with the devolved administrations to deliver the agreed benefits across the four nations. You will be held accountable for the delivery of its objectives and policy intent; for securing and protecting its vision, for ensuring that it is governed responsibly, reported honestly, escalated appropriately and for influencing constructively the context, culture and operating environment of the project.

In addition to your internal accountabilities, you should also be aware that SROs will be held personally accountable to Parliamentary Select Committees. You will be expected to account for and explain the decisions and actions you have taken to deliver the project (or specific milestones). In your case this means that from the date of signature of this letter you will be held personally accountable and could be called by Select Committees for delivery of Festival UK* 2022.

It is important to be clear that your accountability relates only to implementation: it will remain for the Minister to account for the relevant policy decisions and development.

You should also make sure you understand the guidance “[Giving Evidence to Select Committees – Guidance for Civil Servants](#)”. You should also make yourself aware of the Infrastructure and Projects Authority (IPA) guidance on management of major projects: (<https://www.gov.uk/government/policy-teams/major-projects-authority>).

Tenure of position/ executing your SRO role

SROs are expected to remain in position for the lifetime of a major programme, to see it through to its successful conclusion. This will be a part time role which requires approximately 20% of your time per month.

You should make sure that you have appropriate knowledge management arrangements in place and could manage an orderly handover to a new SRO if required. Changes to the SRO position are subject to IPA approval.

You are required to undertake this role until achievement of the Programme objectives, as currently stands this is 31 March 2023, unless agreed otherwise. Progress towards this will be reflected in your personal objectives.

Objectives and Performance Criteria

The **strategic objectives of the Festival are:**

- To bring people together to celebrate the the UK’s strengths, values and identities, and boost pride throughout communities;
- To celebrate the UK’s collective and unique offers to the world, supporting our brand and helping attract new inward business and investment.
- Deliver a range of cultural, economic and social benefits e.g. increased civic pride, STEAM sector collaborations, inspire young people to consider STEAM careers and boost the UK’s reputation abroad.

Proposed changes to the vision and objectives which impact on the benefits realisation must be authorised by the Permanent Secretary/Accounting Officer and may be subject to ministerial approval.

The vision of the programme is:

- To deliver a major nationwide festival showcasing the UK’s strengths in creativity and innovation which will reach millions of people.

Your personal objectives and performance criteria are to deliver the Festival UK* 2022 in line with the strategic objectives agreed by the DCMS Secretary of State set out above and further described in the Business Case.

As SRO, you are expected to run your programme in accordance with the [Government Functional Standard for Project Delivery](#). Further detail on your role and responsibilities as SRO are set out in Annex 1 below and IPA guidance on the [role of the senior responsible](#)

[owner](#), you are expected to follow that guidance, and other IPA guidance on the management of major projects.

Extent and limit of accountability

(1) Finance and Controls

HMT spending controls will apply on the basis set out within your department's delegated authority letter. Where the programme exceeds the delegated authority set by HMT, the Treasury Approval Point process will apply and the details of each approval process must be agreed with your HMT spending team. You should consult departmental finance colleagues on how to go about this.

You should also note that where expenditure is considered novel, contentious, repercussive or likely to result in costs to other parts of the public sector, HMT approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HMT. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HMT spending team.

The overall budget for the programme was announced by the Prime Minister in 2018 as £120 Million. To release the funds you will be required to produce business cases for DCMS Finance Committee and HMT as appropriate. You are responsible for the funding allocated to the Festival company and DCMS held funds. While you are not responsible for funding or delivery of the programme in the devolved administrations, you will want to understand how the devolved administrations are delivering their projects and the benefits to the overall programme.

You should operate at all times within the rules set out in [Managing Public Money](#). In addition, you must be mindful of, and act in accordance with, the specific Treasury delegated limits and Cabinet Office controls relevant to Festival UK* 2022. Information on these controls can be found here: [Cabinet Office controls](#)

(2) Delegated departmental/project authority

- You are authorised to approve expenditure each year in accordance with the profile agreed with HMT and the DCMS Director of Finance.
- You are also responsible for recommending to the Permanent Secretary the need to either pause or terminate the programme where necessary and in a timely manner.
- Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the Permanent Secretary.

Governance

The programme detailed in this letter is part of the DCMS major projects portfolio and will have oversight from the Major Programmes Committee (MPC). MPC is responsible for regular oversight on a quarterly basis of the department's major programmes and ensuring there is the appropriate operating environment for delivery.

Assurance

You will be required to produce an Assurance and Approvals Plan (IAAP) that includes internal and external assurance reviews which are an essential part of successful project delivery. Further advice and support on assuring your project is available through the DCMS Major Projects Portfolio Office.

Professional Development

As a graduate of the MPLA, we both expect and will support you to continue your ongoing professional development, and will encourage you to take an active part in MPLA alumni activities.

You will also be required to attend DCMS Risk Management Training as soon as feasibly practical to ensure risk management is embedded in project delivery at DCMS.

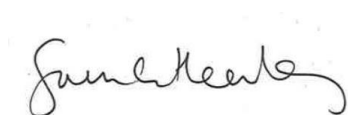
To widen experience and understanding of the role, SROs are expected to become accredited Major Project reviewers and to lead or participate in such reviews for other Government departments, the wider public sector or other areas of DCMS as appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation.

If you need additional support or training, please contact project-delivery@dcms.gov.uk in the first instance.

We would like to take this opportunity to wish you success in your role as SRO.
Yours sincerely,

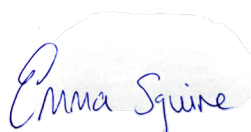
Permanent Secretary DCMS

Chief Executive Officer IPA



I confirm that I accept the appointment including my personal accountability for implementation of the project as detailed in the letter above.

Name of SRO: Emma Squire



Signature of SRO:

Date: 23/04/2021

The Role of the Senior Responsible Owner (SRO)

- You are personally accountable for ensuring the ongoing delivery of Festival UK* 2022;
- You are responsible for securing the resources necessary for the success of the project and for ensuring that the related implementation and transition activities realise the agreed objectives and benefits;
- You will be personally accountable to Parliamentary Select Committees and be expected to explain the decisions and actions you have taken. This could include where a Minister has intervened to change the project during the implementation phase in a way which has implications for the cost and/or timeline of implementation;
- You will be able to disclose your advice about any such changes;
- You must ensure the effectiveness of the governance, assurance and project management arrangements and maintain them throughout the life of the programme;
- You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office relating to Major Project governance, assurance and control.

An SRO will:

- Be a visible, engaged and active project leader, not a figurehead;
- Deliver the agreed outcomes and benefits;
- Create an open, honest and positive culture committed to delivering at pace;
- Challenge senior officers and Ministers when appropriate and escalate quickly;
- Provide appropriate support, steer and strategic focus to the Project Director and ensure that they have a clear and current letter of appointment;
- Have sufficient time, experience and the right skills to carry the full responsibilities of the role.

Specific SRO accountabilities:

Ensure that the project is set up for success

- Ensure that the project is set-up to make an unambiguous and demonstrable link to strategic policy;
- Translate this policy intent into clear deliverables which are established and agreed with senior stakeholders;
- Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of initial project feasibility;
- Establish a firm business case for the project during the initiation/definition phase and ensure that any planned change continues to be aligned with the business;
- Identify and secure the necessary investment for the business case (this includes both budget and operational resource);
- Design and implement robust, appropriate and transparent project governance;

- Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

Ensure that the project meets its objectives and delivers the projected benefits

- Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the project; Ensure the strategic fit of the project objectives and benefits;
- Agree a clear and simple approach to performance management and monitor delivery of the objectives and benefits, taking appropriate action where necessary to ensure their successful delivery.

Ensure that the project or programme is subject to review at appropriate stages

- Recognise the value of robust project review and ensure it occurs at key points in the project lifecycle, particularly at the pre-initiation (feasibility) and initiation stages;
- Make certain that any recommendations or concerns from reviews are met or addressed in a timely manner;
- In the event of a “red” or “amber-red” review or a red or amber-red quarterly GMPP review rating, ensure that the Permanent Secretary has been made aware of the situation and has been briefed accordingly.

Manage formal project closure

- Formally close the project or programme and ensure that the lessons learned are documented within the final evaluation report and disseminated to key stakeholders;
- Ensure that the post implementation review takes place and that the output is communicated to the appropriate stakeholders;
- Ensure a plan for both long term benefits realisation and on-going sustainability is agreed with key stakeholders.