



Date: 02 April 2020

To: John Tanner, Senior Responsible Owner (SRO) for the 4<sup>th</sup>  
National Lottery Licence Competition Programme

From: Neil McArthur, Chief Executive Gambling Commission  
and

Nick Smallwood, Chief Executive, IPA

Cc: Sarah Healey, Permanent Secretary DCMS

Subject: Appointment as Senior Responsible Owner (SRO) for the 4NLC Programme

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the 4<sup>th</sup> National Lottery Licence Competition (4NLC) programme with effect from 1<sup>st</sup> July 2019, directly accountable to Gambling Commission (GC) CEO and Board, under the oversight of Parliamentary Under Secretary of State for Sport, Heritage and Tourism. This will be a full-time role.

As SRO you have personal responsibility for delivery of 4NLC programme and 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 now 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 4NLC programme.

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. The GC Board is responsible for overall strategy and key decisions, which as SRO, you implement.

Detailed SRO roles and responsibilities are attached at Annex 1. You should follow the guidance in that document. 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**

You are required to undertake this role until achievement of handover of 4<sup>th</sup> licence, planned for February 2023. Progress towards this will be reflected in your personal objectives.

### **Objectives and Performance Criteria**

The policy intent and objective of this programme is to maximise the value of the National Lottery as a public asset and ensure that its strong brand is protected, the GC is seeking to award the licence(s) to one or more capable operator(s) and implement an effective regulatory approach for the licence period. It is also vital for the GC to adopt a long-term perspective, ensuring that the brand, heritage and value of the National Lottery is protected and enhanced for future licence periods. Proposed changes to the project scope which impact on this intent or benefits realisation must be authorised by GC Board and will be subject to a further level of approval with Department for Digital, Culture, Media & Sport (DCMS) and HM Treasury (HMT).

Your personal objectives and performance criteria are set and monitored by the GC CEO and Board.

### **Extent and limit of accountability**

#### **(1) Finance and Controls**

The 4NLC programme exceeds the DCMS department’s delegated authority set by HMT and the Treasury Approval Point process will apply according to the details agreed with the HMT spending team and including departmental finance colleagues as necessary.

The budget for the 4NLC programme will be approved and notified to GC and you following the Treasury Approval Point process. The budget will be reviewed on an annual basis and in aggregate before competition launch along with any relevant conditions, with DCMS Finance, engaging HMT where appropriate.

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 4NLC programme. Information on these controls can be found here: [Cabinet Office controls](#)

#### **(2) Delegated /project authority**

- you are authorised to approve expenditure in line with the delegation limit assigned you by the GC;
- you are authorised to agree project rescheduling of agreed workstream or production milestones but rescheduling of workstream milestones beyond two weeks and of all Programme milestones that must be agreed with Gambling Commission CEO and Board.
- you are also responsible for recommending to Gambling Commission CEO and the Board 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 Gambling Commission CEO and Board.

## Project Status

You have agreed and accepted the SRO role and formal ownership for the 4NLC programme as of 1<sup>st</sup> July 2019.

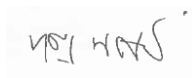
## Major Projects Leadership Academy (MPLA)

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

We recognise you are already an accredited review team leader and regularly lead or participate in such Major Project reviews for other Government departments, the wider public sector or other areas of the DCMS as appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation.

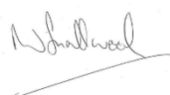
We would like to take this opportunity to wish you success in your role as SRO.

Yours sincerely,



Chief Executive

Gambling Commission



Chief Executive

Infrastructure and Projects Authority

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: John Tanner

Signature of SRO:



Date: 03 April 2020

**The Role of the Senior Responsible Owner (SRO)**

You are personally accountable for ensuring the ongoing delivery of the 4NLC Programme. 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 appointment; and
- 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; and
- 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; and
- 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.

#### Develop the project organisation structure and plan

- Ensure that there is a coherent organisation structure and appropriately detailed project plan;
- Build the right team, securing necessary resources and skills and providing clear lines of accountability; and
- Provide appropriate support, steer and strategic focus to the Project Director.

#### Monitor and take control of progress

- Monitor and control the progress of the project at a strategic level, being honest and frank about project progress, risks and issues;
- Ensure that any changes to agreed project benefits are flagged appropriately within project governance and that the business case is updated accordingly (throughout project life-cycle);
- Ensure that the integrity of the project is maintained and speak truth to power – including to Parliamentary Select Committees; and
- Communicate effectively with senior stakeholders regarding project progress and provide clear, appropriate and delivery-focused decisions and advice to the Project Director.

#### Ensure problem resolution and referral processes are appropriate and effective

- Identify, understand and drive the successful mitigation of project risks;
- Escalate serious issues quickly and with confidence to senior management and/or Ministers;
- Develop strong and effective engagement between the project team and its stakeholders and sponsors; and
- Ensure that communication processes are effective, and that the project's objectives and deliverables continue to be consistent with the organisation's strategic direction.

#### Ensure that the 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; and
- In the event of a "red" or "amber-red" review or a red or amber-red quarterly GMPP review rating, ensure that the Gambling Commission CEO and DCMS Permanent Secretary have been made aware of the situation and has been briefed accordingly.

#### Manage formal project closure

- Formally close the 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; and

- Ensure a plan for both long term benefits realisation and on-going sustainability is agreed with key stakeholders as part of the process of moving the project to “business as usual” .