

## **SRO letter of appointment for Dean Creamer SRO Commonwealth Games**



Date: 25 March 2020

**To: Dean Creamer Senior Responsible Owner (SRO) for the  
Birmingham 2022 Commonwealth Games Programme**

**From: Sarah Healey Permanent Secretary**

**Nick Smallwood Chief Executive, IPA**

**Subject: Appointment as Senior Responsible Owner (SRO) for the Birmingham 2022 Commonwealth Games Programme**

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Birmingham 2022 Commonwealth Games Programme with effect from 21/1/19, directly accountable to DCMS Permanent Secretary, under the oversight of the Parliamentary Under Secretary of State for Sport, Tourism and Heritage. 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.

The Birmingham 2022 Commonwealth Games Programme is delivered through a partnership model with other stakeholders including the Commonwealth Games Federation, the local authorities, the Organising Committee, and West Midlands Police. Within this delivery model, as SRO you have personal responsibility for ensuring delivery of the government's commitments to the Games Programme as set out in the Host City Contract that was agreed in December 2017, and for holding the Organising Committee to account for its delivery responsibilities that are set out in its Management Agreement with DCMS. You will be held accountable for ensuring that the Games Programme 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 the government's contribution to the Games 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.

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”:

<https://www.gov.uk/government/publications/departmental-evidence-and-response-to-select-committees-guidance>. 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 the Programme objectives, unless agreed otherwise. Progress towards this will be reflected in your personal objectives.

## **Objectives and Performance Criteria**

The vision agreed by the Games partners for the Games is: ‘a unique festival of top-class sport, inspirational culture and innovative business’. This is linked to the Games budget via the following statement which has been agreed by the Games partners: ‘The expectation is to deliver a good value Games consistent with the UK’s strong reputation for high profile sporting events, with quality on a similar or equivalent level to Glasgow 2014. Delivery should be as cost effective as possible, using opportunities for efficiency or innovation wherever this can be achieved. This should support the objective of having a more sustainable funding model for future Games.’

## **Extent and limit of accountability**

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

HMT spending controls will apply on the basis set out within the Chief Secretary’s June 2019 letter to the DCMS Secretary of State giving approval for the Games budget. Where the Birmingham 2022 Commonwealth Games 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 government budget for the project is £594m RDEL.

The deliverability of the Games is subject to the required resource availability and this will be subject to possible impact from EU Exit on DCMS and the Games Programme. In the event of any such disruption, the deliverables, required funding values and profiles may all be subject to some variation.

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 the Birmingham 2022 Commonwealth Games Programme. 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 and as set out in your separate financial delegation letter.
- You are also responsible for recommending to 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.

**Project Status**

The Project Status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Infrastructure and Projects Authority. This is the agreed position as you assume formal ownership of the programme.

**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.

To widen experience and understanding of the role, SRO's are expected to become accredited Major Project reviewers and to lead or participate in such review/s for other Government departments, the wider public sector or other areas of the DCMS as appropriate. You will be required to participate in such review/s 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,



Permanent Secretary  
Department for Digital,

Chief Executive Officer  
Infrastructure and Projects

Culture, Media and Sport

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: Dean Creamer

Signature of SRO:

A handwritten signature in black ink, appearing to read 'D. Creamer', is written over a light blue horizontal line.

Date: 1st April 2020

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

You are personally accountable for ensuring the ongoing delivery of Birmingham 2022 Commonwealth Games 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 and current letter of 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;

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; and
- 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.

### 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;
- 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;
- 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;
- 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 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 as part of the process of moving the project to “business as usual” .