



Department for
Digital, Culture,
Media & Sport



Infrastructure
and Projects
Authority

From the Permanent Secretary

Department for Digital, Culture,
Media & Sport
100 Parliament Street
London
SW1A 2HQ

From the Chief Executive

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

Date: 16/06/22

To: *Dr Tim Littlewood* Senior Responsible Owner (SRO)
for the NHM_Unlocked Programme

From: **Sarah Healey** Permanent Secretary and

Nick Smallwood Chief Executive, IPA

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

This letter provides an update to my previous letter of, appointing you to be SRO of NHM_Unlocked as of 15th May 2019. Please use this letter to outline your SRO responsibilities for NHM Unlocked.

Further to our discussion we are writing to confirm your appointment as Senior Responsible Owner (SRO) of the NHM_Unlocked Programme with effect from 15 May 2019, directly accountable to The Trustees of the Natural History Museum (NHM) and the NHM_Unlocked Programme Board, under the oversight of Stuart Andrew MP, Minister for Sport, Arts and Ceremonials.

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 the NHM_Unlocked 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 the NHM_Unlocked 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”. 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 the delivery of the NHM_Unlocked Programme including programme closure, reviews related to completion and implementation of the vehicle by which benefits can be measured, tracked and achieved (planned for approximately two years post completion 2027/2028). Progress towards this must be reflected in your personal objectives.

Objectives and Performance Criteria

The policy intent supported by this project is to:

- Advance the UK's ambition to be a science superpower
- Establish a world-class research infrastructure
- Help level up economic opportunity by enhancing a key regional cluster
- Leverage the NHM's global reputation as a trusted scientific and cultural powerhouse to help strengthen the UK's place in the world
- Help to protect the UK against future threats by enhancing the strong research focus at on relevant scientific areas
- Help meet the Government's commitment to increase public R&D spending
- Adopt an international leadership position to influence and affect national policy and global action on pressing environmental issues
- Deliver on DCMS digital objectives by accelerating free and open digital access to NHM's collection

- Deliver on DCMS access and participation objectives by ensuring the national collection is protected and access is secured, and by unlocking galleries and enabling redevelopment of buildings at South Kensington
- Deliver on HMG smarter working and asset efficiency objectives by releasing your current Wandsworth site

Proposed changes to the project scope which impact on this intent or benefits realisation must be authorised by the Trustees of the Natural History Museum and the NHM_Unlocked Programme Board and may be subject to further levels of approval.

The objectives and vision of the project are:

The NHM has established the NHM_Unlocked Programme to work towards and achieve its strategic aims.

The Programme's Vision is: *As custodians for Nature, we preserve our globally important scientific collections for use in the present day and for the benefit of generations to come. The collections are protected, developed and made useful in future proofed facilities, providing increased access through both physical and digital means – advancing scientific knowledge and the cultural and wider objectives of Government.*

The key Programme Objectives are outlined below (*N.B. "the Museum" refers to The Natural History Museum*)

- Make the collections more accessible for current and future generations
- Secure the collections for use by future generations as part of the UK scientific infrastructure
- Transform collections-based research
- Enhance public engagement with the natural world
- Engage current and prospective staff
- Increase diversity
- Support the Museum strategy in creating a resilient and sustainable organisation from an economic point of view
- Deliver the Museum Strategy in creating a resilient and sustainable organisation and infrastructure from an environmental point of view
- Complete the programme to the expected quality, time and budget

Your personal objectives and performance criteria are to deliver the NHM_Unlocked Programme in line with the strategic objectives set by the Trustees of the NHM and successful integration of the NHM at the Science and Digitisation Centre at the Thames Valley Science Park owned by The University of Reading as set out in the NHM Science Plan.

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 NHM_Unlocked Programme exceeds the delegated authority set by DCMS and HMT, the Treasury Approval Point process will apply and the details of each approval process must be agreed with the DCMS Finance Team and 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 NHM_Unlocked Programme is £181.76m (excluding VAT) across 6 years; this includes team Resource costs alongside Capital costs. The funding is split subject to HM Treasury approval.

In proceeding to HM Treasury for a Treasury Approval Point, you should be aware of the feedback from the DCMS Finance Committee.

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 NHM_Unlocked 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 the DCMS Finance Committee and HM Treasury.
- You are authorised to agree project rescheduling which does not prevent the achievement of the Benefits (Key Requirements) of the NHM_Unlocked Programme or full operation of the NHM_Unlocked Science and Innovation centre by the end of 2027.
- You are also responsible for recommending to the DCMS Permanent Secretary, the Trustees of the NHM and the NHM_Unlocked Programme 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 Trustees of the NHM and the NHM_Unlocked Programme Board.

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)

- 1) As SRO of a GMPP project, you will be required to enrol on the MPLA. You have been accepted, and are currently undertaking Cohort 31 of MPLA training.

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 the Department for Digital, Culture, Media and Sport as appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation

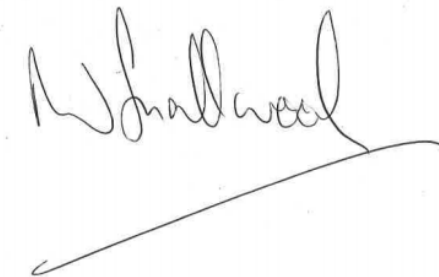
We would like to take this opportunity to wish you success in your role as SRO.

Yours sincerely,



Permanent Secretary

Insert Department



Nick Smallwood, Chief Executive Officer

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: Dr Tim Littlewood



16th June 2022

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of the NHM_Unlocked 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” .