



From the Permanent Secretary
Department for 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

To: Russell Torrance, Senior Responsible Owner for the BM Energy Centre Programme (ECP)

From: Susannah Storey, Permanent Secretary of the Department for Culture, Media and Sport; and
Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

28 March 2024

Dear Russell,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE BRITISH MUSEUM ENERGY CENTRE PROGRAMME (ECP)

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the British Museum (BM) Energy Centre Programme (ECP) with effect from 1 November 2023. This letter sets out your responsibilities and the support you can expect from DCMS and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to the Director of the British Museum, under the oversight of the Permanent Secretary as accounting officer for the Department for Culture, Media and Sport, and Lord Parkinson of Whitley Bay.

Your programme forms part of the masterplan portfolio, under the oversight of the Chair of the Masterplan Committee and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of the ECP and will be held accountable for the delivery of its objectives and its policy intent. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately. You are also responsible for influencing the context, culture, and operating environment of the programme and for ensuring the ongoing viability of the programme (including recommending its pause or termination if appropriate). Where issues arise which you are unable to resolve, you are responsible for escalating these to the Directorate Group of the British Museum and to DCMS where appropriate.

In addition to your internal accountabilities, SROs for GMPP projects and programmes are personally accountable to Parliamentary Select Committees. This means that, from the date of this letter, you will be held personally accountable to and could be called by Select Committees to account for and explain the decisions and actions you have taken to deliver the programme.

It is important to be clear that your accountability relates only to implementation, within the agreed terms in this letter; it will remain for the Trustees and the Minister, as appropriate, to account for the relevant policy decisions and development.

More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Information on the roles and responsibilities of the SRO are

detailed in the Infrastructure and Project Authority's guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Project Delivery](#), the requirements of the Government Project Delivery Framework, and the guidance and requirements for project delivery as set by the DCMS Project Delivery Centre of Excellence.

Time commitment and tenure

This role is currently expected to require at least 50% of your time to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of project completion, planned for December 2029. Progress towards this will be reflected in your personal objectives. Any changes to the agreed time commitment or tenure of the role, as set out above, will require both departmental and Infrastructure & Projects Authority consent.

Objectives and performance criteria

The policy intent supported by this programme is to achieve the objectives set out below: Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by the Directorate Group and the Masterplan Committee.

The vision of the programme is to introduce a coherent, site-wide approach to infrastructure as an essential step towards the BM's net zero-carbon future and a more resilient estate and its objectives are to:

- To reduce and mitigate critical risks of harm to people, buildings and collection, and of service failure leading to localised or complete closure of the Museum;
- To support delivery of the Government's commitment to Net Zero;
- To avoid an unaffordable acceleration in maintenance costs associated with ageing and life-expired infrastructure; and
- To enable future phases of the masterplan, e.g. by unlocking planning permission, creating essential space and enabling access.

Your personal objectives and performance criteria which relate to the programme are:

- to deliver the programme's objectives on time and on budget;
- to minimise risks during delivery to life, collection and building; and
- to manage disruption to business as usual.

You are expected to run the programme in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to this programme and the requirements of the Government Project Delivery Framework.

Extent and limit of accountability

Finance and Controls

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

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

The overall estimated budget, resourcing requirements and tolerances for your programme will be agreed as part of the approval process. You will be expected to deliver within these tolerances and report quarterly on these as part of GMPP reporting.

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 HM Treasury delegated limits and Cabinet Office controls relevant to the programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

You are authorised to:

- approve expenditure of up to £2m;
- agree programme rescheduling within 3 months of agreed milestones, but rescheduling beyond that must be agreed with the Directorate Group and the Masterplan Committee; and
- recommend to the Director and the Masterplan Committee the need to either pause or terminate the programme where necessary and in a timely manner.

These authority limits are subject to change and other conditions or tolerances may be set as part of the business case approval and ongoing monitoring processes which you should then operate within.

Where issues arise which take you outside of these authority limits which you are unable to resolve, you are responsible for escalating these issues to the Director and the Masterplan Committee.

Appointments

You should appoint a Programme director to support you in the management of this programme and make other appointments as required for the control and delivery of your programme within your delegated authority.

Governance and assurance

You should pay attention to ensuring effective governance for your programme, including the establishment of a programme board with appropriate membership and clear terms of reference.

In addition DCMS requires that you invite a DCMS official to attend the Masterplan Committee for relevant discussions on the programme.

As primary owner, you must ensure that the programme secures business case approval from DCMS and HMT. You should also ensure that the programme remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved business case as well as monitoring the context within which the programme is being delivered to ensure it remains valid.

Where a change impacts the scope, costs, benefits, or planned delivery milestones agreed as part of an agreed business case, you are responsible for following the agreed change request approval process and setting a new, approved, business case baseline.

You should ensure that an accounting officer assessment is completed alongside the approval of the Outline Business Case and that this is published on GOV.UK as part of the government's transparency requirements on major projects. You are responsible for bringing to the attention of the accounting officer any material changes in the programme which could require a new accounting officer assessment to be completed and published. [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

Although you are directly accountable for this programme, you are also expected to support delivery of the department's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and project directors in adjacent projects and programmes and with the masterplan portfolio management office and portfolio director to manage dependencies, resources, schedules, and funding to support delivery of the overall change the department needs to achieve its strategic objectives. You will be required to provide monthly performance and risk reports to the DCMS Delivery and Risk Committee throughout the duration of the programme and are expected to attend the meetings if your presence is requested by the Chair of the Committee.

You should ensure that appropriate and proportionate assurance is in place and agree on the level and frequency of assurance reviews through the maintenance of an integrated assurance and approvals plan. You should develop this plan and its maintenance in collaboration with the Departmental Assurance Coordinator and the Infrastructure and Projects Authority, and regularly share the plan with DCMS.

Programme status, reporting and transparency requirements

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

You are responsible for ensuring the honest and timely reporting on the position of the programme to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to the masterplan portfolio management office as required. Reporting should include carbon measurement, and other sustainable development goals demonstrating evidence that the project contributes to an overarching environmental strategy and is aligned with defined Net Zero pathways. Information on the programme will be published annually by the Infrastructure and Projects Authority.

As part of the government's commitment to transparency on major infrastructure projects, you are responsible for publishing on GOV.UK:

- A summary of the accounting officer assessment completed in line with the approval of the Outline Business Case and summaries of any subsequent assessments should they be required;
- A summary of the HM Treasury approved Full Business Case; and

- A close out report after the programme has completed.

Development and support

As SRO of a GMPP programme, you are required to complete the Major Projects Leadership Academy, and you have agreed to enrol on a cohort in the near future. The Head of Profession in the Department for Culture, Media and Sport can provide further information on the application process.

To widen experience and understanding of the role, SROs are also expected to become accredited assurance reviewers and to lead or participate in such reviews for other government departments, the wider public sector, and other areas of the Department for Culture, Media and Sport as appropriate. Becoming an assurance reviewer and completing a review will form part of your time at the Major Projects Leadership Academy. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.

The department will assist you in securing the necessary resources to support the programme, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the department's Head of Profession for project delivery to discuss the maintenance and development of your delivery and leadership skills.

The Infrastructure and Projects Authority will be available to you for support, advice, and assurance throughout the programme's time on the GMPP.

Following approval of the business case and entry onto the masterplan portfolio, the Masterplan Committee will provide ongoing oversight and support and will take steps to help resolve and escalate risks, issues or constraints that are acting as a blocker to successful delivery.

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

Yours sincerely,



Susannah Storey

Permanent Secretary, Department for Culture,
Media and Sport



NICK SMALLWOOD

Chief Executive Officer, Infrastructure and
Projects Authority

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the **programme**, including my personal accountability for implementation, as set out in the letter above.



Russell Torrance

11 March 2024