



Department
for Transport



Infrastructure
and Projects
Authority



From the Permanent Secretary

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From the Chief Executive

Infrastructure and Projects Authority
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From the Chief Executive

Highways England
Bridge House, 1 Walnut Close
Guildford
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27 May 2021

To: Shaun Pidcock

Appointment as Senior Responsible Owner for the Lower Thames Crossing

We are pleased to confirm your appointment as Senior Responsible Owner (SRO) of the Lower Thames Crossing with effect from 30 September 2020, directly accountable to the Board of Highways England. This will be a full-time role and will be combined with your wider management and leadership responsibilities within Highways England.

Regular conversations with your Executive Director and Chief Executive Officer will take place to ensure an appropriate balance is maintained across your portfolio of activities and that you receive support as needed to carry out your responsibilities. This will take place as a minimum annually, but may be more frequently with agreement.

As SRO you have responsibility for delivery of the Lower Thames Crossing and securing appropriate internal resources to manage these activities. This includes:

- Objectives and policy intent;
- Securing and protecting its vision;
- Ensuring that it is governed responsibly, reported honestly, escalated appropriately;
- Identifying and managing risks and issues, as well as coordinating prevention and mitigation where appropriate;
- Leading on resolving integration issues that interact with your Lower Thames Crossing;
- Identification, quantification and management of the agreed project benefits, as well as successful delivery of any benefits due to be realised during the life of the project. You will also ensure that a plan, with appropriate budget and resources, for the ongoing management and realisation of benefits is in place for after project closure; and
- Ensuring a plan is in place for the closure of the project at the appropriate time. This should include transfer of Business As Usual activities, and capture and dissemination of appropriate lessons.

You are accountable to the Board of Highways England, which itself is accountable to the Secretary of State for Transport. Recognising that you operate within Highways England's corporate governance and internal control arrangements, as SRO you have personal responsibility for delivery of the Lower Thames Crossing project. You will be held accountable for the delivery of its objectives and 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 programme.

Where you are asked to undertake a course of action by Ministers which is contrary to your own or others' professional advice and puts outcomes or value for money at risk, you should – if you judge

it necessary – discuss with the principal accounting officer what escalation is appropriate. In circumstances where the action may be inconsistent with [Managing Public Money \(MPM\)](#), this may include consideration of whether Ministerial direction is required.

In addition to your internal responsibilities, you should also be aware that SROs are accountable to Parliamentary Select Committees. More information on this is set out in [Giving Evidence to Select Committees – Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. It is important to be clear that your accountability to Parliament relates only to implementation, within the terms agreed in this letter. It will remain for the Minister to account for the relevant policy decisions and development.

Detailed SRO roles, responsibilities and guidance are listed under **Annex A**.

Tenure of Position

We expect you to undertake this role at least until achievement the appointment of a permanent Lower Thames Crossing Executive Director which is planned for Summer 2021. It is important that you support your line manager in the development of a succession plan at the appropriate time. This will then need to be agreed with the Highways England Board.

Objectives and Success Criteria of the Lower Thames Crossing

The policy intent supported by this project is set out in the Government's Road Investment Strategy 2 (2020-2025) and Department for Transport Client Scheme Requirements. Material changes to the project scope which impact on this intent or benefits realisation must be authorised by Department for Transport as project sponsor, and may be subject to further approvals.

The objectives and vision of the Lower Thames Crossing are to deliver the following outputs:

- Relieve the congested Dartford Crossing and approach roads and improve their performance by providing free flowing north-south capacity;
- Improve resilience of the Thames crossings and Strategic Road Network;
- Support sustainable local development, regional economic growth in medium to long term;
- Improve safety;
- Minimise adverse impacts on health and the environment, and
- Be affordable to government and users, and achieve value for money.

As SRO, you are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#).

Financial Accountability

Finance and Controls

HMT spending controls will apply on the basis set out within your organisation's delegated authority letter. Where the Lower Thames Crossing 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.

Further information on finance and controls is provided under **Annex B**.

The overall budget for the programme is £6,752m, excluding non-recoverable VAT.

The current approved expenditure figure is £668.4m, which provides cover for the Delivery phase of the programme and for additional early works and property expenditure to 31 March 2021.

Delegated Departmental/Project Authority

- Your authorised expenditure is set out in your delegation letter.
- You are authorised to agree project rescheduling, provided you are satisfied that the expenditure can be accommodated under the annual expenditure limits, as agreed with Treasury. Rescheduling beyond this must be agreed with the Highways England Board, DfT Director Roads and HMT Senior Policy Advisor, and may depending on circumstances require wider cross-government agreement.
- Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the Highways England Board and DfT IPDC
- You are also responsible for recommending to Highways England Board and DfT IPDC the need to either pause or terminate the programme where necessary and in a timely manner. Again, this may require in certain cases wider cross-government agreement.

Professional Development and Wider Support

It is important that you have the appropriate professional skills and are committed to your own CPD (continuing professional development). This includes maintaining and sharing your knowledge and experience with your own and other project teams.

You will not be required to complete the Major Projects Leadership Academy because this is an interim role.

There will be wider support available to help you discharge your responsibilities as an SRO. This includes, but is not limited to the following:

- Advice and support from DfT's Project Delivery and Portfolio directorate;
- Access to the various subject matter experts across DfT's Centres of Excellence;
- Being part of a shared community of project delivery professionals across DfT (including being a member of an SRO network comprised of peers and taking part in/supporting key learning activities); and
- Access to the benefits of professional project delivery networks.

There will also be cross-government specialist support provided by the Infrastructure and Projects Authority (IPA) to further help support you and your team.

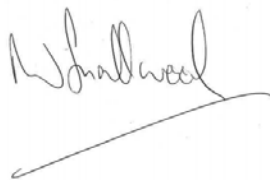
We would like to take this opportunity to wish you success in your role as SRO.

Yours sincerely,



Bernadette Kelly
Permanent Secretary

Department for Transport



Nick Smallwood
Chief Executive Officer
Infrastructure and Projects Authority



Nick Harris
Chief Executive Officer
Highways England

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



----- Date:
Shaun Pidcock

Annex A – Guidance Documentation

- [Giving Evidence to Select Committees – Guidance for Civil Servants](#)
- [The Role of the Senior Responsible Owner](#)
- [Project Delivery Functional Standard](#)
- [A Handbook for Leaders of Transformation Programmes](#)

Annex B – Additional Finance and Controls

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.

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 your project or programme. Information on these controls can be found here: [Cabinet Office controls](#).