



Cabinet Office



Infrastructure
and Projects
Authority

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To: **Clive Anderson**, Senior Responsible Owner for the **Government Hubs and Whitehall Campus Programmes**

From: Alex Chisholm, Permanent Secretary of Cabinet Office;

Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority; and

Steven Boyd, Chief Executive of the Government Property Agency

05/04/2022

Dear **Clive**,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE GOVERNMENT HUBS AND WHITEHALL CAMPUS PROGRAMMES

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the **Government Hubs and Whitehall Campus Programmes** with effect from **1st December 2021**. This letter sets out your responsibilities and the support you can expect from your department and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to **Steven Boyd, Chief Executive of the Government Property Agency**, under the oversight of the Permanent Secretary as accounting officer for the Cabinet Office, and **Jacob Rees-Mog, Minister for Brexit Opportunities and Government Efficiency**.

Your **programmes** form part of the Cabinet Office portfolio, under the oversight of the Chair of the **Cabinet Office Portfolio Office (COPO)** and are included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of **Government Hubs and Whitehall Campus Programmes** and will be held accountable for the delivery of its objectives, with policy intent and outcomes expected. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the **programmes**. You are also responsible for ensuring the ongoing viability of the **programmes** and recommending pause or termination if appropriate. Where issues arise which you are unable to resolve, you are responsible for escalating these to **GPA Executive Board**.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the project in accordance with the objectives and policy intent as set by Ministers.

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 **Government Hubs and Whitehall Campus Programmes**.

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 Minister 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 COPO and IPA Professions Team.

Time commitment and tenure

This will be a full-time role to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until the achievement of **Government Hubs and Whitehall Campus Programmes close**, planned for **2027-28**. 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 the programmes is the Government Estate Strategy. Through the Government Hubs programme, 16 new Hub buildings will replace 74 buildings in the Regions but will also enable the closure of 60 buildings in London and the South East, creating capacity for 11,648 civil servant roles to be relocated under the Place for Growth initiative by 2030. The programmes aim to stimulate change and be a catalyst for the modernisation of the Civil Service and support the Brilliant Civil Service vision.

This will be achieved through a consolidation of the government office estate through a reduction in the number of buildings and by making government offices more inclusive places to work which focuses on the health and wellbeing of our staff. This transformation will also see the estate become more sustainable, with the creation of shared regional carbon net zero buildings.

The Government Estate Strategy published by CO in July 2018 is the principal strategic driver for the Government Hubs and Whitehall Campus Programmes. Delivery of the Government Estate Strategy is supported by several programmes, including:

- **One Public Estate** - bringing together public sector bodies in a locality or region to work in partnership to manage their assets more effectively and to deliver better services and encourage growth;
- **Places for Growth** - helping to boost local growth and use our estate as a driver to ensure that the Civil Service better reflects and connects with the people and communities that it serves;
- **Asset Efficiency and Land for Housing** - to manage and release government assets, raise capital receipts, cut running costs, and deliver local economic growth including new homes and jobs; and
- **Smarter Working** - providing the working and workspace arrangements to help staff make intelligent choices about where and when they work, improving productivity, creating a better work-life balance, and providing an environment equipped for rapid change

- **Net Zero** - Supporting the government's ambition to reach net zero carbon emissions by 2050, ambitiously applying Net Zero Carbon principles to site selection, the way we construct, the way we connect people and the way we operate in a responsible way which aligns with the UK Government global leadership on climate change

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by **GPA Executive Committee** and may be subject to further levels of approval.

The vision of the **programmes** is to transform the central government's ageing office estate, ensuring it is more efficient, digitally connected, fit for purpose, and will support modern ways of working.

The Government Hubs and Whitehall Campus programmes are transformative, delivering the Government's priorities:

- Providing a smaller, better and greener public estate;
- Strengthening the UK's economic recovery from Covid-19;
- Levelling up economic opportunity, maximising productivity and improving value;
- Supporting the government's ambition to reach net zero carbon emissions by 2050; and
- Strengthening the Union of the United Kingdom

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to these **programmes** 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 **programmes** exceeds the delegated authority set by HM Treasury, the Treasury Approval Point process will apply, and the details of each approval process must be agreed with your 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 project/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 **Government Hubs and Whitehall Campus Programmes**. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

You are authorised to:

- **approve expenditure of £402.2m CDEL and £156.0m RDEL over this SR;**
- **agree project rescheduling within agreed milestones or tolerance, but rescheduling beyond that must be agreed with the Capital Projects Programme Board, ; and**

- **recommend to GPA Investment Committee and GPA Executive 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 Programme Board, COPO and the Cabinet Office Approvals Board.

Appointments

You should appoint full time **programme** directors to support you in the management of these **programmes** 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 **programmes**, including the establishment of a **Capital Projects Programme** board with appropriate membership and clear terms of reference.

As primary owner, you must ensure that the **Government Hubs and Whitehall Campus Programmes** secure business case approval from HMT. You should also ensure that the **programmes** 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 **Government Hubs and Whitehall Campus Programmes are** 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 **programmes** 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 these **programmes**, 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, with COPO 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 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.

Government Hubs and Whitehall Campus Programmes status, reporting and transparency requirements

The **programmes** status at the date of your appointment is reflected in the most recent quarterly return on the **programmes** 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 **programmes** to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to COPO as required. In future, reporting should include carbon measurement, and other sustainable development goals in accordance with evolving government policy and standards. Information on the **programmes** 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 programmes have completed.

Development and support

As SRO of a GMPP **programmes**, you are required to complete the MPLA, and you have agreed to enrol on a cohort. The Cabinet Office Head of Profession 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 Cabinet Office as appropriate. Becoming an assurance reviewer and completing a review will form part of your time at the MPLA. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.


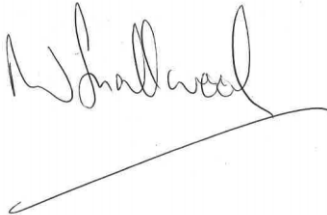

The department will assist you in securing the necessary resources to support the **programmes**, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of 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 **programmes** time on the GMPP.

Following approval of the business case and entry onto the Cabinet Office portfolio, COPO 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,

		
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Alex Chisholm Permanent Secretary Cabinet Office	Nick Smallwood Chief Executive Infrastructure and Projects Authority	Steven Boyd Chief Executive of the Government Property Agency
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CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

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



Clive Anderson

Government Hubs and Whitehall Campus programmes