



Department for
Energy Security
& Net Zero



Infrastructure
and Projects
Authority

To: Jessica Skilbeck, Senior Responsible Owner for the Energy Bills Support Schemes

The Programme comprises the following projects:

Project	Identifier
Energy Bills Support Scheme – Great Britain (EBSS GB)	DPO-2221
Energy Bills Support Scheme – Northern Ireland (EBSS NI)	DPO-2282
Energy Bills Support Scheme – Alternative Fund (EBBS AF)	DPO-2283

From: Jeremy Pocklington, Permanent Secretary of The Department for Energy Security and Net Zero;
and Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

1 March 2023

Dear Jessica,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE ENERGY BILLS SUPPORT SCHEME PROGRAMME

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Energy Bills Support Scheme Programme with effect from 21 February 2022 (the Effective Date).

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 Ben Rimmington, Director-General, Energy Security and Net Zero, under the oversight of the Permanent Secretary as accounting officer for the Department for Energy Security and Net Zero, and Graham Stuart MP, Minister of State for the Department of Energy Security and Net Zero.

Your Programme forms part of the Portfolio and Affordability Directorate and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of each of the EBSS projects which comprise the Programme and will be held accountable for the delivery of their objectives with the expected policy intent and outcomes. This encompasses securing and protecting their vision, ensuring that they are governed

responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the projects. You are also responsible for ensuring the ongoing viability of the projects and recommending their pause or termination if appropriate. Where issues you are unable to resolve arise, you are responsible for escalating these to the Director-General, Energy Security and Net Zero, the Permanent Secretary, and the Minister of State for the Department of Energy Security and Net Zero.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the projects 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 Effective Date, 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 EBSS projects.

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 the Director, Implementation & Delivery.

Time commitment and tenure

This role will require at least 30% of your time, with more at peak decision and delivery points, to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of an agreed delivery milestone, which in this case is closure of the EBSS programme which is expected to be no later than July 2024. 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 and vision supported by the Programme is to assist domestic households in meeting the costs of high energy bills over 2022/23.

Any proposed changes to scope which impact on this intent or the realisation of benefits must be authorised by the Director-General, Energy Security and Net Zero, the Permanent Secretary and the Minister of State for the Department of Energy Security and Net Zero.

The objective of the Programme is to:

- To support domestic electricity bill payers to manage this year's increase in energy prices between October 2022 and March 2023.
- To help bill payers maintain appropriate levels of energy consumption by providing financial support to avoid underconsumption.

- Align consumer experiences so they are consistent, irrespective of supplier or payment type as far as possible. Customers should not be advantaged or disadvantaged based on their choice of supplier or payment type.
- Keep costs and additional administrative burdens down by utilising processes in the existing energy system and put measures in place to mitigate fraud and insolvency risks across the lifetime of the scheme.
- Ensure consumers understand the support they are receiving, and when and how they will receive it
- Ensure that those GB and NI households who are not eligible to receive £400 directly through Energy Providers, under the main EBSS, are able to receive equivalent support for this year's increase in energy prices before the end of February 2023.

Your personal objectives and performance criteria which relate to the projects are to deliver the objectives of the projects as above within agreed administration budgets.

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

Extent and limit of accountability

Finance and Controls

Financial controls are an integral part of ESNZ control environment and are consistent with the principles set out in Managing Public Money. Financial delegation is embedded within this and formal delegated authority to spend EBSS budget will be outlined in your 2022/23 Delegation Letter.

Where the spending exceeded the delegated limit, the department controls apply, and you should seek advice from Finance in the first instance.

EBSS GB

The Treasury has provided £11.66bn in programme RDEL for the Energy Bills Support Scheme GB. The department has estimated that £11.53bn in programme RDEL is required to deliver the scheme, with a further £8.21m RDEL in 2022/23. Of this amount £3.8m is for Ofgem programme budget, whilst £4.4m is required in RDEL admin budget to deliver the scheme. The latest information received from the Treasury indicates that it expects ESNZ to absorb the £8.21m running costs into its existing financial resources. This is being reported as a pressure within our monthly financial forecast and will be seeking for this to be prioritised against future ESNZ underspending; the 2022/23 Supplementary Estimates, or any financial call against HMT RDEL reserve.

EBSS NI

The Treasury has agreed to provide £334.5m in programme RDEL to deliver the Energy Bills Support Scheme for NI of which £176m was provided in the Out-of-Turn Supplementary and the balance will be provided in the 2022-23 Supplementary Estimates. The department has estimated that a further £4.5m in operational budget is required to deliver the project. Of this amount, £2.1m in Programme RDEL is required

for running costs and a further £2.3m admin RDEL for policy design and implementation, legal, digital, monitoring and evaluation activities.

EBSS AF

The Treasury had agreed to provide £362.4m in programme RDEL for the Energy Bills Support Scheme AF, of which 90% will be provided for FY 2022-23 and 10% in the Main Estimates for 2023-24. The department has estimated that a further £20m RDEL is required to deliver the project. Of this amount £16.1m programme RDEL is required for running costs and £3.8m in admin RDEL for policy design and implementation, legal, digital, monitoring and evaluation activities.

You should always operate 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 projects. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

You are authorised to:

- Approve expenditure per the conditions outlined in your 2022-23 Delegation Letter for your admin, and programme budget.
- Recommend project rescheduling to the Accounting Officer or Ministers; and recommend to the Permanent Secretary and Graham Stuart MP, Minister for Energy and, Climate the need to either pause or terminate the projects where necessary and in a timely manner.
- Financial delegations form an integral part of the Department's (and therefore its affiliated organisations) control environment. No member of staff should undertake or authorise a transaction for which they do not have the authority. Your authority (as recorded in this letter) to approve transactions will also be recorded on the Department's scheme of delegations.
- This Delegation of Financial Authority supersedes any other financial authorities previously issued to you and is applicable to your current post. It should be considered 'evergreen', in that it has immediate effect and will remain in force until further notice or such time that you personally cease to be the post holder or is superseded by another letter of delegation. It is your responsibility to inform your Finance Business Partner team if your circumstances change and this letter or the scheme of delegation needs to be changed or rescinded.
- You are responsible for ensuring you have sufficient and adequate skills and training to be able to discharge the inherent responsibilities of budget and fiduciary duty given to you as part of this delegation.

These authority limits are subject to change and other conditions, or tolerances may be set as part of business case approvals 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-General, Energy Security and Net Zero and/or the Permanent Secretary and/or Graham Stuart MP, Minister of State.

Appointments

You should appoint a full time Project Director(s) to support you in the management of the projects and make other appointments as required for their control and delivery within your delegated authority.

Governance and assurance

You should pay attention to ensuring effective governance for your projects, including the establishment of project boards with appropriate membership and clear terms of reference.

As primary owner, you must ensure that the projects secure business case approval from HMT and ESNZ Projects and Investment Committee. You should also ensure that the projects remain aligned to the strategic outcomes, costs, timescales, and benefits in line with their approved business cases as well as monitoring the context within which the projects 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 project's 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 projects 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 the projects, 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 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.

Project status, reporting and transparency requirements

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

You are responsible for ensuring the honest and timely reporting on the position of the projects to the Infrastructure and Projects Authority while they remain on the GMPP and for providing information on the 'Online Reporting at ESNZ (ORB)' portal as required. Information on the projects 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 / Full 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 project has completed.

Development and support

As SRO of GMPP projects, you are required to complete the Major Projects Leadership Academy, and you have agreed to be enrolled on cohort 39, the dates for which will be released towards the end of this year. The Head of Profession in ESNZ 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 ESNZ 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.

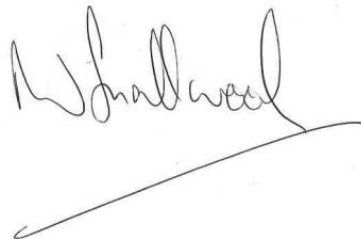
The department will assist you in securing the necessary resources to support the projects, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's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

Following approval of each project's business case, the relevant EBSS Project Board 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,



JEREMY POCKLINGTON

Permanent Secretary, Department for Energy
Security and Net Zero

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 Energy Bills Support Scheme, including my personal accountability for implementation, as set out in the letter above.



Jessica Skilbeck