



HM Government

To: **Emma Floyd, Senior Responsible Owner for the GBE 'Set Up' Programme**

Project Identifier: **DPO-2415**

From: **Jeremy Pocklington, Permanent Secretary** of the Department for Energy Security and Net Zero and **Karina Singh, Interim Head of Profession** of the National Infrastructure and Service Transformation Authority

Dear **Emma**,

**06/05/2025**

## **APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE GREAT BRITISH ENERGY (GBE) 'SET UP' PROGRAMME**

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the **GBE 'Set Up' Programme** with effect from **5th July 2024**. This letter sets out your responsibilities and the support you can expect from your department and the National Infrastructure and Service Transformation Authority.

As SRO, you are directly accountable to **Ashley Ibbett, Director General for Energy Infrastructure Group, under the oversight of the Permanent Secretary as accounting officer for DESNZ, and Minister Shanks as responsible minister for Great British Energy.**

Your programme is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of GBE 'Set Up' Programme and will be held accountable for the delivery of its objectives, policy intent and outcomes. 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 GBE 'Set up' Programme. You are also responsible for ensuring the ongoing viability of the programme and recommending its pause or termination if appropriate. Where issues arise which, you are unable to resolve, you are responsible for escalating these to relevant escalation route as follows:

- **GBE Programme Board – You should escalate to the GBE Programme Board in the first instance which is chaired by Ashley Ibbett as Director General oversight responsibility for GBE 'Set Up' Programme.**
- **DESNZ Executive Committee – any escalations requiring senior DESNZ oversight should be escalated to the executive committee.**

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 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 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 Government Project Delivery's guidance on [the role of the senior responsible owner](#),

You are expected to run your project/programme in accordance with the [Government Functional Standard for Project Delivery](#), and the requirements of [other functional standards](#) as required, which is mandated for government departments and arm's length bodies to follow. You should also make yourself familiar with [The Teal Book](#), Government Project Delivery's code of practice for project delivery, and any further guidance and requirements set by DESNZ Portfolio & Data Directorate.

## Time commitment and tenure

**This role will require 70% 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 GBE Entity fully operational stage, planned for 2027. 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 National Infrastructure and Service Transformation Authority consent.

The remaining 30% of your time will be split between your other duties, roles and responsibilities which include driving clean energy supply chains and associated investments, engaging with private investors and conducting market intelligence and financial barrier analysis to support this. You will also lead on DESNZ engagement with Public Finance Institutions (PuFins), contribute to blended finance strategy and policy development, and actively support local power and community energy policy development.

## Objectives and performance criteria

The policy intent supported by this **GBE 'Set Up' Programme is to set up Great British Energy, which was a key manifesto commitment of the Labour Party at the 2024 UK General Election. It is one of the government's first steps for change and it sits at the heart of the mission to make Britain a clean energy superpower.**

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by **the GBE Programme Board and subsequently Ministerial approvals**. This may also be subject to further levels of approval.

The vision of the **GBE 'Set Up' Programme is to set up GBE to drive clean energy deployment to create jobs, boost energy independence and ensure UK taxpayers, billpayers and communities reap the benefits of clean, secure, homegrown energy** and its objectives are to:

- Organisational set-up objective: Establish GBE as a publicly owned energy company, with the mandate, and capability to become an enduring institution beyond 2030. To achieve this, GBE will

continue to build the following capabilities over the next 5 years and beyond: technical expertise, partnerships, corporate governance framework, and a balanced portfolio of activities and investments that is designed to generate a risk-adjusted return and deliver public benefit.

- Policy Objective: Drive clean energy deployment across the whole of the UK, as a strategic developer, investor, and owner of clean energy projects. GBE will contribute to the clean energy superpower mission.
- Policy Objective: Ensure that UK taxpayers, billpayers and communities' benefit from the clean energy transition, by increasing public ownership and community involvement in the development of clean energy projects, and by supporting jobs and economic growth across the UK.

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

- **to deliver the objectives within agreed budgets and timescales.**

## 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 **GBE 'Set Up' Programme** 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 the programme. Information on these controls can be found here: [Cabinet Office controls](#).

### Delegated authority

**You are authorised to:**

- Approve within the current spending review 1 settlement of £100m CDEL and £36.1m RDEL you can approve spend as per the conditions in your delegation letter for admin, programme and capital budgets. Further settlements will be agreed as part of spending review round 2, expected to complete in June 2025.
- Agree project / programme rescheduling within 3 months of agreed milestones, but you must seek approval from the GBE Programme Board and notify the Director General (Energy Markets and Supply), and to the Authorising Officer for GBE Programme and DESNZ, if the project is rescheduled beyond this tolerance.
- If the need arises to either pause or terminate the programme, recommend this course to the GBE Programme Board, Director General (Energy Infrastructure) and Accounting Officer for GBE.

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 General (Energy Infrastructure) and the GBE Programme Board.

## **Appointments**

You should appoint a full time GBE 'Set Up' 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. Jocelyn Shaw (DESNZ) will be appointed as Programme Director.

## **Governance and assurance**

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

As primary owner, you must ensure that the **GBE 'Set Up' Programme** secures business case approval from **DESNZ Portfolio investment Committee including CO 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 GBE 'Set Up' 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.

**You are responsible for providing assurance to the accounting officer and relevant oversight bodies that the Environmental Principles Policy Statement legal duty has been considered by ministers in policy decision underpinning the programme.**

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 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 National Infrastructure and Service Transformation Authority.

## 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 National Infrastructure and Service Transformation 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 National Infrastructure and Service Transformation Authority while it remains on the GMPP and for providing reports and information to the DESNZ 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 National Infrastructure and Service Transformation 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.**

You are also responsible for registering all planned, live and completed evaluations on the Government Evaluation Registry. [Guidance on using the evaluation registry](#) is available on GOV.UK.

## Development and support

**As a graduate of the Major Projects Leadership Academy, you are expected to maintain your continuing professional development as a project leader, including your status as an accredited assurance reviewer. 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 National Infrastructure and Service Transformation Authority will be available to you for support, advice, and assurance throughout the programme's time on the GMPP.

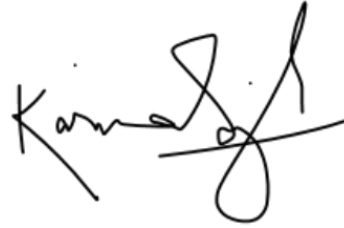
We would like to take this opportunity to wish you every success in your role as SRO.

Yours sincerely,



**Jeremy Pocklington**

Permanent Secretary, Department for Energy  
Security and Net Zero



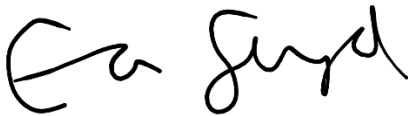
**Karina Singh**

Interim Head of Profession, National  
Infrastructure and Service Transformation  
Authority

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**CONFIRMATION OF ACCEPTANCE OF APPOINTMENT**

I confirm that I accept the appointment of Senior Responsible Owner for the GBE 'Set Up' Programme, including my personal accountability for implementation, as set out in the letter above.



**Emma Floyd**

Director Clean Energy Investment  
25 June 2025