



To: Paul Chambers, Senior Responsible Owner for the Public Sector Decarbonisation Programme

From: Jeremy Pocklington, Permanent Secretary of Department for Energy Security and Net Zero; and  
Becky Wood, Chief Executive Officer of the National Infrastructure and Service Transformation Authority

**23/10/2025**

Dear Paul,

**RE-APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE PUBLIC SECTOR DECARBONISATION PROGRAMME.**

We are writing to confirm your re-appointment as Senior Responsible Owner (SRO) of the Public Sector Decarbonisation Programme with effect from 5 April 2022. 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 Ben Rimmington, Director General of Net Zero Buildings and Industry, under the oversight of the Permanent Secretary as accounting officer for the Department of Energy Security and Net Zero, and Martin McCluskey, Minister for Energy Consumers.

Your programme forms part of the Net Zero Buildings and Industry Portfolio, under the oversight of the Net Zero Buildings Portfolio Board and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of Phase 3 and Phase 4 of the Public Sector Decarbonisation Scheme and will be held accountable for the delivery of the programme objectives, policy intent and outcomes. You are also responsible for the reporting and evaluation for all phases of the Public Sector Decarbonisation Scheme that have completed delivery. Your responsibility as SRO encompasses securing and protecting the programme's vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the 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 the Net Zero Buildings Portfolio Board.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the programme 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 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 the Net Zero Buildings and Industry portfolio offices.

## Time commitment and tenure

This role will 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 the end of Phase 4 of the Public Sector Decarbonisation Scheme, planned for 31<sup>st</sup> March 2028. 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.

## Objectives and performance criteria

The long-term policy intent supported by this programme is to decarbonise the public sector, enabling the transition to Net Zero GHG emissions by 2050.

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by the Public Sector Decarbonisation Programme Board and may be subject to further levels of approval.

To make progress towards this long-term ambition, the programme's objectives are to:

- Support the aim of reducing emissions from public sector buildings by 75% by 2037, compared to the 2017 baseline.

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

- Through Phase 3 of the Public Sector Decarbonisation Scheme, reduce direct emissions from public sector buildings by between 1.32MtCO<sub>2</sub>e and 1.70MtCO<sub>2</sub>e over Carbon Budget 4 and by between 1.50MtCO<sub>2</sub>e and 1.93MtCO<sub>2</sub>e over Carbon Budgets 5 and 6.
- Through Phase 4 of the Public Sector Decarbonisation Scheme, reduce direct emissions from public sector buildings by between 0.42MtCO<sub>2</sub>e and 0.56MtCO<sub>2</sub>e over CB4, and by between 0.45MtCO<sub>2</sub>e and 0.60MtCO<sub>2</sub>e over CB5 and CB6.

Inflationary impacts that were not foreseen in the Phase 3 and Phase 4 Business Cases, the future capital funding position and any changes to devolved settlements which impact the national scheme budget may justify some revision to these objectives. We would expect any such changes to be made in line with established change control and governance processes for the programme.

## 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 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 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 Public Sector Decarbonisation Scheme programme. Information on these controls can be found here: [Cabinet Office controls](#).

### Delegated authority

You are authorised to:

- Approve programme expenditure within the programme's spending review settlement of £2.27 billion CDEL and associated RDEL under Phase 3 and Phase 4 of the Public Sector Decarbonisation Scheme; you can approve spend as per the conditions in your delegation letter for admin, programme and capital budgets.
- Agree project rescheduling within the constraints of each financial year, subject to an assessment of deliverability but rescheduling beyond that must be agreed with the Public Sector Decarbonisation Programme Board; and
- Recommend to Ben Rimmington and the Net Zero Buildings Portfolio Board 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 General and the Net Zero Buildings Portfolio Board.

## Appointments

You should appoint a full-time 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.

As primary owner, you must ensure that the programme secures business case approval from the Department for Energy Security and Net Zero's Portfolio and Investment Committee as well as 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.

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 decisions 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 and with the Net Zero Buildings and Industry portfolio management offices 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 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 the 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 Net Zero Buildings and Industry portfolio management offices 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 the SRO for a project that is within scope of the Clean Energy Superpower Mission (CESM), you are additionally required to report, via relevant net zero portfolio / sector boards and the Net Zero Directors governance forum, into the CESM governance structure as part of the Accelerating to Net Zero pillar of the Mission.

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.

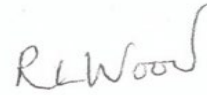
The department will assist you in securing the necessary resources to support the programme, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's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

Following approval of the business case and entry onto the Net Zero Buildings and Industry Portfolio, the Net Zero Buildings Portfolio 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**

**BECKY WOOD**

Permanent Secretary, Department for Energy  
Security and Net Zero

Chief Executive Officer, 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 programme, including my personal accountability for implementation, as set out in the letter above.



**PAUL CHAMBERS**

10/Nov/2025