



Deputy Sam Mézec
Chair
Future Hospital Review Panel

BY EMAIL

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Dear Deputy Mézec

Compliance with HM Treasury The Green Book - New Healthcare Facilities Programme

Thank you for your letter dated 19 May 2023 regarding compliance with the HM Treasury Green Book in respect of the New Healthcare Facilities Programme.

The New Healthcare Facilities Programme is a Major Project and, as such, is required to comply with the Public Finances Manual. The Public Finances Manual requires Major Projects to comply with the Corporate Portfolio Management Office (CPMO) Frameworks for Major, Strategic and Other Projects.

In my Report *Learning from Previous Hospital Projects - a Follow Up Review (May 2023)* I note that it is planned to deliver the New Healthcare Facilities Programme in accordance with the CPMO Frameworks.

The CPMO Project Delivery Framework was approved in May 2021. This Framework represents a controlled framework for the consistent delivery of projects across the Government. All projects must comply with this Framework and certain mandatory documentation is required for each defined stage of the project.

The Capital (Building) Project Delivery Framework was approved as part of the CPMO Frameworks in January 2022 and represents a controlled framework for the consistent delivery of construction/building projects. The Capital (Building) Project Delivery Framework builds on the CPMO Project Delivery Framework and is aligned to best practice RIBA (Royal Institute of British Architects) methodology.

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Neither the CPMO Project Delivery Framework nor the CPMO Capital (Building) Project Delivery Framework requires compliance with the HM Treasury Green Book. However as noted above, the Capital (Building) Project Delivery Framework is aligned to best practice methodology.

I would expect the New Healthcare Facilities Programme to comply with the Public Finances Manual and the CPMO Frameworks and for that compliance to be documented and transparent. I note that it is a requirement for formal exemptions to be sought for any non-compliance with the CPMO Framework and I would expect any requests for formal exemptions to be documented and monitored within the Programme Governance Structure.

Whilst it is not a requirement to follow the HM Treasury Green Book, the Programme may choose to use Green Book principles alongside the CPMO Framework requirements. If the Programme decided to adopt the Green Book principles specifically, I would focus on the following aspects of the application of those principles:

- How the chosen Green Book principles to be applied or combination of principles to be applied has been decided on and is the approach likely to meet the need? Are there clear reasons for including or not including elements of the principles, or for using a mixed approach?
- How are the Green Book principles being used in practice? Are the principles being applied consistently throughout the stages of the programme?
- Are deviations from the Green Book principles clearly set out in the programme risk register, to assess and manage the likelihood and impact of any negative outcome?

I trust that you find this response to be helpful. If you would like to discuss this matter, please do not hesitate to contact me.

Yours sincerely



Lynn Pamment
Comptroller and Auditor General