



To: Ruth Studley, Senior Responsible Owner for the Census and Data Collection Transformation Programme (CDCTP).

From: Sir Ian Diamond, National Statistician of the Office for National Statistics; and
Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

25th July 2022

Dear Ruth Studley,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE CENSUS AND DATA COLLECTION TRANSFORMATION PROGRAMME

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the CDCTP Programme with effect from 25/07/22. 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 Sir Ian Diamond as National Statistician/Accounting Officer under the oversight of Sir David Norgrove on behalf of the Board of the UK Statistics Authority.

Your programme forms part of the ONS Change Portfolio, under the oversight of the Chair of the National Statistics Executive Group (NSEG) and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of the CDCTP programme 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 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 NSEG.

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 CDCTP 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 National Statistician 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 Planning and Portfolio Management Team, FPP.

Time commitment and tenure

This will be a full-time role requiring 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 NS Recommendation on the Future Approach to Census and Population Statistics, planned for March 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 supported by this programme is The White Paper for Help Shape our Future - The 2021 Census of Population and Housing in England and Wales.

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

The vision of the programme is to *make the best use of all available population data to help shape tomorrow* and its objectives are to:

- Transform our population and migration statistics, in parallel with the census, to make a recommendation in 2023 about the future provision of population statistics. We'll be using research into administrative data, and increased use of alternative sources of data, along with the data collected in 2021, to make Census 2021 the last of its kind.
- To make sure we leave a legacy by transforming the ONS's data collection activities. We're transforming business and social surveys to become more efficient and responsive, putting the respondent at the heart of what we do, while also utilising administrative and online survey data where possible. We'll also be renewing our technology platforms to ensure sustainability for the future.

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

- I will ensure that the AFOs that I own clearly align to the ONS strategic objectives and ONS business plan with my team empowered and inspired to deliver to time, cost and quality. I will communicate and report on outcomes that have business impact via the Accountability Framework and established governance, and prioritise my use of resources to focus on the most important deliverables. Interdependencies with other directorates are articulated and reported, and work is co-created and co-delivered wherever appropriate. Business as usual activities are delivered to similar

high standards, and innovation is encouraged to support our radical, ambitious, inclusive and sustainable strategic drivers.

- I will ensure that my Directorate operates within its financial envelope whilst thinking and acting corporately and contributing to organisation-wide efficiencies, whilst remaining within the parameters of the delegation framework. I will deliver required efficiencies and ensure value for money. My spend will be transparently managed and value and impact can be demonstrated including contribution to the strategic objectives for expenditure.
- I will ensure that I identify and contribute to the development of cross cutting risks and opportunities against the delivery of the strategic objectives. I will take ownership of risks and the actions required to manage risks within the agreed appetite. I will actively engage risk information within and across directorates in the decision-making process to assess priorities and trade-offs that may occur.
- I will visibly demonstrate collaborating both proactively and positively within and outside of my Directorate to support delivery of shared and others goals. I trust other professions and teams to deliver outcomes that benefit One ONS, including with external parties. I will role model collaborative behaviours between my directorate and others, be clear in any requests of other teams, prioritise effectively, share resources, and manage tensions.
- I will lead in creating and maintaining a working environment that benefits the whole organisation and delivery against the ONS Strategy beyond my business area. I will focus on building an inclusive culture in which everyone can thrive and will enable a diverse range of voices to inform our approach and will hold myself and my team to account for our inclusion outcomes. I will create space for others to shine and develop, hold myself to account for collaboration, provide respectful feedback to my teams and peers; acting with courage and with zero tolerance for discrimination or abuse of power. I will safeguard our people, assets and data and invest in learning and talent development for our collective future.

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to this programme 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 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 CDCTP programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

You are authorised to:

- approve expenditure of FY21/22 282.4 million and FY22/23 £38.8 million;
- Refer any change to specifically dated baselined Level 0 Milestones or cross programme Dependencies to the Programme Board before submission to the Portfolio Investment Committee for agreement.
- recommend to the chair of the Portfolio investment 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 Sir Ian Diamond and the NSEG.

Appointments

You should appoint a full time programme director and deputy 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 PIC 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 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.

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 Planning & Portfolio management team and chair of Portfolio Investment Committee 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 Portfolio Assurance Lead and the Infrastructure and Projects 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 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 programme to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to the Planning & Portfolio Management team 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 programme 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 programme has completed.

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.

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 Office for National Statistics (ONS) 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 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 Infrastructure and Projects Authority will be available to you for support, advice, and assurance throughout the programme time on the GMPP.

Following approval of the business case and entry onto the ONS Investment portfolio, the Portfolio Investment Committee 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,



SIR IAN DIAMOND

National Statistician of the Office for National Statistics



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 [**project/programme**], including my personal accountability for implementation, as set out in the letter above.



Ruth Studley

20th January 2023

Notes for completion of the SRO letter (delete them once the letter is ready to go to the IPA)

- 1. You are encouraged to let your IPA POC know that you are planning this letter. They can help you.*
- 2. Please follow this template letter. If you feel you need to deviate, please say why in your covering email to the IPA.*
- 3. In your covering email to the IPA please say how you came to select the SRO candidate (SRO tool, competitive competition etc.)*
- 4. Please include a CV with your email.*

5. *The IPA does not select SROs, but will check the letter for following:*

- *Vision, objectives and performance.*
- *Chain of Accountability.*
- *Time commitment and tenure.*
- *Development and support. (MPLA etc)*
- *Status reporting and transparency. (Net Zero, infrastructure programme reporting)*
- *CV and suitability.*