



To: Ruth Studley, Senior Responsible Owner for the Future of Population, Migration & Social Statistics System Programme (FPMSS).

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

12th September 2023

Dear Ruth Studley,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE Future Population, Migration & Social Statistics System Programme (FPMS)

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Future Population, Migration & Social Statistics System (FPMS) programme with effect from **28 April 2023**. 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 Robert Chote on behalf of the Board of the UK Statistics Authority.

Your Programme forms part of the ONS (Office for National Statistics) Change Portfolio, under the oversight of the Chair of the Portfolio Investment Committee (PIC) and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of the FPMS Programme and will be held accountable for the delivery of its objectives, policy intent and expected 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 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 PIC.

You remain accountable as set out in the Civil Service Code, and should deliver the project in accordance with the required objectives and policy's.

In addition to your internal accountabilities, SROs (Senior Responsible Owners) 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 FPMS 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 accounting officer 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 Planning and Portfolio Management Team, FPP (Finance, Planning and Performance) .

Time commitment and tenure

This role is expected to require 45% 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 Outline Business Case Refresh in October 2023, and if funding approved, Full Business Case for the FPMS programme planned for December 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 aligns to the one ONS approach taken by the programme aligning to the strategic drivers: Radical, Ambitious, Inclusive and Sustainable. It is expected that these drivers will support current government policy priorities.

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.

Initial Deliverables for the programme include:

- FPMS Outline Business Case to HMT – 10 February 2023
- FPMS Programme initiated – June 2023
- Initial Programme Plan and Roadmap – July 2023
- Programme Strategy – August 2023
- Revised Outline Business Case submitted to HMT – 13 October 2023
- Research to support the National Statisticians Recommendation – 18 December 2023

This takes the programme up to the initial funding window provided by HM Treasury, if successful in gaining funding the programme will continue to work towards the below vision:

Provision of data and analysis for England and Wales to understand the society of today with administrative data at the core, producing:

- **A social statistics system that shapes our understanding of society and individuals**
- **A system to create and share statistics that is sustainable and future proof**
- **A broad flexible range of outputs and products to respond to user needs and questions of the day**

and its objectives are to:

- Operationalise research - Turn the proof of concepts and statistical methods used to build the framework of evidence for the National Statistician Recommendation due in late 2023 into statistical outputs that can be used by Central and Local Government,
- Statistical System - Implement a new statistical system that will revolutionise how we produce statistics on the population, migration, and society,
- Transform Surveys - Transform surveys needed to support the operationalisation and implementation objectives outlined in 1 and 2.

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

- **Outline Business Case Refresh submitted to Treasury – October 2023**
- **Research workplan defined to inform the National Statistician Recommendation – December 2023**

Additional objectives will be reviewed following the submission of the Outline Business Case Refresh and programme funding decision.

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 Capability 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 FPMS programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

You are authorised to:

- **Deliver the programme within the agreed budget, with personal expenditure limits for individual items of £500K;**
- Amend Level 1 milestones within the programme plan, but you must 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 (PIC) 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 PIC.

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 Portfolio Investment Committee (PIC) including CO (Cabinet Office) and HMT (His Majesty's Treasury). 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 portfolio management

office 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 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 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

NICK SMALLWOOD

National Statistician of the Office for National Statistics

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

07/09/2023

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

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 (Major Project Leadership Academy) etc)*
 - *Status reporting and transparency. (Net Zero, infrastructure programme reporting)*
 - *CV and suitability.*