

Date: 24 January 2018

To: Iain Bell - Senior Responsible Owner for the Census and Data Collection Transformation Programme (CDCTP)

From: John Pullinger - National Statistician - UK Statistics Authority and Tony Meggs — Chief Executive, Infrastructure and Projects Authority (IPA)

Appointment as Senior Responsible Owner (SRO) for the Census and Data Collection Transformation Programme (CDCTP)

This letter is to formalise your appointment as Senior Responsible Owner (SRO) of the CDCTP Programme as of the date of this letter.

You will be accountable to John Pullinger as National Statistician and under the oversight of Sir David Norgrove on behalf of the Board of the UK Statistics Authority. This will be part of your role as Director General for Population and Public Policy. This will be periodically reviewed to ensure that an appropriate balance is maintained across your portfolio of activities.

Your SRO role will be part-time and vary in commitment but you should allocate sufficient time to meet your SRO responsibilities, depending on the stage, progress and delivery status of your programme.

As SRO you have personal responsibility for delivery of the CDCTP Programme and will be held accountable for delivery of its objectives within the financial envelope agreed with HM Treasury, for securing and protecting its vision, for ensuring that it is governed responsibly, reported honestly, escalated appropriately and for influencing constructively the context, culture and operating environment of the project.

In addition to your internal accountabilities, you should also be aware that as SROs you are personally accountable to Parliament. You will be expected to account for and explain the decisions and actions you have taken to deliver the project (or specific milestones). In your case this means that from the date of signature of this letter you will be held personally accountable and could be called by Select Committees for delivery of the CDCTP Programme.

It is important to be clear that your accountability relates only to implementation; it will remain for the National Statistician to account for the relevant strategic decisions.

Detailed SRO roles and responsibilities are attached at Annex 1. You should follow the guidance in that document. You should also make sure you understand the guidance "Giving Evidence to Select

Committees—Guidance for Civil Servants:

(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/364600/Osmotherly_Rules_October_2014.pdf)

You should also make yourself aware of the Infrastructure and Projects Authority (IPA) guidance on management of major projects: (<https://www.gov.uk/eovernment/policv-teams/infrastructure-andprojects-authority>).

Tenure of position

You are required to undertake this role until the completion of delivery, currently estimated for December 2023

Objectives and Performance Criteria

The strategic intent supported by this programme is to change the way ONS collects its data by moving away from paper business surveys. The solution will ensure ONS meets respondents' needs for on-line data collection whilst continuing to produce reliable and high-quality statistics.

The CDCTP supports a more joined up approach to transformation across ONS in order to reduce overall costs and maximize wider benefits. As part of Spending Review 2015 (SR15) ONS' Data Collection and part of ONS' programme of digital transformation are included in the CDCTP scope. The scope of the CDCTP Programme can be divided into three distinct areas:

The first of these elements is the main Census which will deliver:

- a predominantly online census of all households and communal establishments with special care taken to support those who are unable to complete the census online • improved and expanded population statistics through increased use of administrative data and surveys • evidence to enable a decision about the future provision of population statistics after 2021

The second element will modernise ONS's data collection activities, delivering efficiencies through the greater use of administrative data and survey data collected online instead of interview and paper based data collection.

The third element is renewal of ONS' technology infrastructure through the development of common digital platforms to support transformation across the whole of ONS. Only the costs of digital transformation that relate to census activities are included in this business case. Costs of platforms unrelated to the census (e.g. platforms solely used for economic statistics) are not included.

Key milestones to be achieved during the period are:

- Census Rehearsal — October 2019

- Full transformation of short-term business surveys to deliver costs savings of £500k and data quality enhancements to meet user needs — December 2019
- Census Day —21 March 2021
- Transformation, Integration or rationalisation of remaining business surveys to deliver cost savings of £880k — March 2021
- National Statisticians recommendation on the future approach to Census and Population Statistics - 2023

Extent and limit of accountability

(1) Finance and Controls

HMT spending controls will apply on the basis set out within your department's delegated authority letter. Where CTP Programme exceeds the delegated authority set by HMT, the Treasury Approval Point or Major Projects Review Group (MPRG) process will apply and the details of each approval process must be agreed with your HMT spending team. You should consult departmental finance colleagues on how to go about this.

HMT approved expenditure covers a total spend of £55m for 2017/18 and £94m for 2018/19. Within these figures, Data Collection Transformation Programme (DCTP) accounts for £7m and £7m respectively and Digital Transformation accounts for £4m and £6m respectively. The funding approval for 2018/19 remains subject to the Chief Secretary to the Treasury disbursing funds from the Reserve at Main Estimates in 2018/19. The programme should also plan to submit a Full Business Case during 2018/19, providing appropriate updates and covering funding in 2019/20 and 2020/21. Any further funding requests beyond this Spending Review period will also need to be approved by HMT. In moving towards critical milestones, you should be aware of any conditions or controls which have been agreed as part of current agreed financing.

Funding for this programme may be subject to re-prioritisation of the ONS portfolio of work if necessary, in line with portfolio governance arrangements.

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 Treasury delegated limits and Cabinet Office controls relevant to CTP Programme. Information on these controls can be found here: Cabinet Office controls <https://www.gov.uk/government/publications/cabinet-office-controls>

(2) Delegated departmental(project authority

- You are authorised to approve expenditure within the agreed funding envelope for your programme and in accordance with the ONS financial governance arrangements.
- You are authorised to agree programme rescheduling within the tolerance period agreed within your latest programme definition documentation. Any rescheduling of level zero milestones contained in your GMPP return must be agreed in accordance with the ONS portfolio governance arrangements.

- You are also responsible for recommending to NSEG and Portfolio Committee (PC) the need to either pause or terminate the programme where necessary and in a timely manner. • Where issues arise which you are unable to resolve, you are responsible for escalating these issues to PC.

Project Status

The Project Status Report Census element is that as recorded within the GMPP return submitted to Portfolio Management Division on 11 September 2017. This is the agreed position as you sign this letter.

Orchestrating Major Projects (OMP)

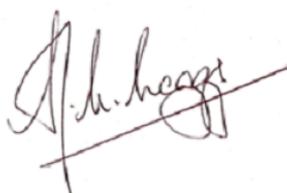
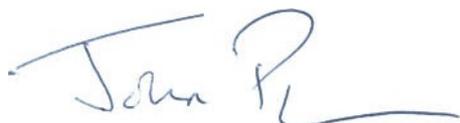
As a member of the OMP cohort 2, we both expect — and will support — you to continue your ongoing professional development, and will encourage you to take an active part in OMP alumni activities.

You should support and oversee the ongoing professional development of Major Projects Leadership Academy (MPLA) and Projects Leadership Programme (PLP) graduates in your team, and encourage them to take an active part in MPLA/PLP alumni activities as well as Forums that maximise the benefits of MPLA/PLP across the Portfolio.

To widen experience and understanding of the role, SROs are expected to become accredited Major Project reviewers and participate in such reviews for other Government departments, the wider public sector or other areas of the Office for National Statistics (ONS) as appropriate. You will be required to participate in such reviews at least once every twelve months to maintain your accreditation

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

Yours sincerely,



John Pullinger - National Statistician - UK Statistics Authority and Tony Meggs — Chief Executive Infrastructure and Projects Authority (MPA)

I confirm that I accept the appointment including my personal accountability for implementation of the project as detailed in the letter above.

Name of SRO: Iain Bell

Signature of SRO:

A handwritten signature in blue ink that reads "Iain Bell". The signature is written in a cursive style with a horizontal line above the first 'i'.

Date:

A handwritten date in blue ink that reads "24/1/18".

Annex 1

SRO Role and Responsibilities

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of [project X]. You are responsible for securing the resources necessary for the success of the project and for ensuring that the related implementation and transition activities realise the agreed objectives and benefits. You will be personally accountable to Parliamentary Select Committees and be expected to explain the decisions and actions you have taken. This could include where a Minister has intervened to change the project during the implementation phase in a way which has implications for the cost and/or timeline of implementation. You will be able to disclose your advice about any such changes.

You must ensure the effectiveness of the governance, assurance and project management arrangements and maintain them throughout the life of the programme. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Cabinet Office (Efficiency and Reform Group 19).

An SRO will:

- Be a visible, engaged and active project leader, not a figurehead;
- Deliver the agreed outcomes and benefits;
- Create an open, honest and positive culture committed to delivering at pace;
- Challenge senior officers and Ministers when appropriate and escalate quickly;
- Provide appropriate support, steer and strategic focus to the Project Director and ensure that they have a clear and current letter of appointment; and
- Have sufficient time, experience and the right skills to carry the full responsibilities of the role.

Specific SRO accountabilities:

Ensure that the project is set up for success

- Ensure that the project is set-up to make an unambiguous and demonstrable link to strategic policy;
- Translate this policy intent into clear deliverables which are established and agreed with senior stakeholders;
- Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of initial project feasibility;
- Establish a firm business case for the project during the initiation/definition phase and ensure that any planned change continues to be aligned with the business;
- Identify and secure the necessary investment for the business case (this includes both budget and operational resource);
- Design and implement robust, appropriate and transparent project governance; Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

Ensure that the project meets its objectives and delivers the projected benefits

- Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the project;