

Date: 6<sup>th</sup> January 2021

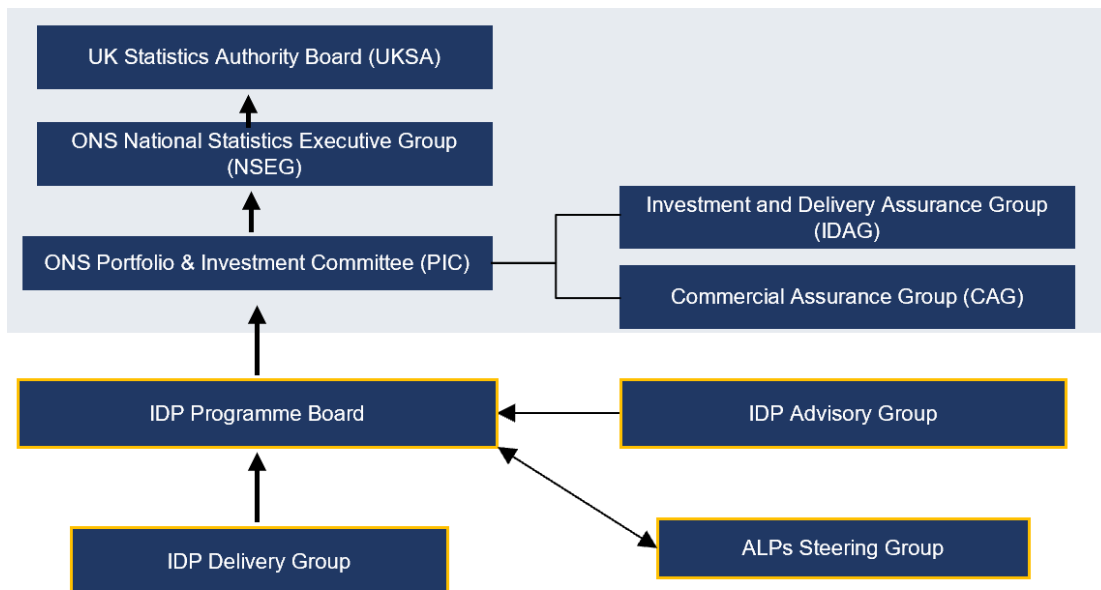
To: Alison Pritchard, Senior Responsible Owner (SRO) for  
the Integrated Data Programme (IDP).

From: Sir Ian Diamond, National Statistician and

Nick Smallwood, Chief Executive IPA

**Subject: Appointment as Senior Responsible Owner (SRO) for the Integrated Data Programme**

Further to our discussion we are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Integrated Data Programme with effect from 28/10/2020, directly accountable to Sir Ian Diamond as National Statistician under the oversight of Sir David Norgrove on behalf of the Board of the UK Statistics Authority .



You will carry out this role alongside your other responsibilities and must ensure that you allocate sufficient time (approximately 35% of your time) to enable the effective delivery of the role and execute your responsibilities fully, as set out [in IPA guidance on the role of the senior responsible owner](#). This will be periodically reviewed to ensure that an appropriate balance is maintained across your portfolio of activities.

As SRO you have personal responsibility for delivery of Integrated Data Programme and will be held accountable for the delivery of its objectives and policy intent; 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, SROs are personally accountable to Parliamentary Select Committees. 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 to account for delivery of Integrated Data Programme.

More information on this is set out in [Giving Evidence to Select Committees – Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Detailed SRO roles and responsibilities are detailed in the IPA's guidance on [the role of the Senior Responsible Owner](#). It is important to be clear that your accountability to Parliament relates only to implementation, within the terms agreed in this letter. It will remain for the Minister to account for the relevant policy decisions and development.

### **Tenure of position**

You are required to undertake this role until achievement of Delivery of the Integrated Data Programme has been completed and full service capability is provided in accordance with an approved Full Business Case or until such time SRO responsibility is formally transferred to another person. Progress towards this will be reflected in your personal objectives.

As it is vital to ensure that the appropriate succession planning is undertaken, you should agree a succession plan with the Integrated Data Programme Board by 31 March 2021.

### **Objectives and Performance Criteria**

The objectives and vision of the project are **to transform the capability to enable faster and wider collaborative analysis of complex data for the public good** with the purpose to build on existing capability to deliver:

- a. the platform;
- b. policies; and
- c. linked data.

Your personal objectives and performance criteria are to

- i. Set the strategic objectives and direction for the programme
- ii. Be accountable for the delivery of the Integrated Data Programme to the agreed vision, scope, objectives, costs, timeline, quality and benefits.
- iii. Own the full business case and ensures it is submitted to the set timelines

- iv. Ensure the programme is subject to appropriate level and frequency of assurance reviews.
- v. Manage interdependencies between strategic stakeholders, business owners and programme sponsors requirements
- vi. Manage strategic risks and the mitigation plan
- vii. Secure funding and required resources for the programme
- viii. Be accountable for the benefits realisation
- ix. Ensure appropriate Programme governance is in place
- x. Provide strategic direction and agree responsibilities with the integrated data programme director. Coach, advise and assist in conflict resolution and timely decision making

The IDP will be delivered against the following Level 0 Milestones:

- GMPP Gateway 3 Review complete– Mar 21
- Full Business Case Submitted – Mar 21
- Full Business Case Approved – May 21
- Prototype I (ALP) Complete – Jun 21
- Prototype II Complete/End of Alpha – Aug 21
- Private Beta/Production of MVP Complete/ – Dec 21
- Initial Operating Capability MVP Live - Mar 22

As SRO, you are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#). Further detail on your role and responsibilities as SRO are set out [in IPA guidance on the role of the senior responsible owner](#), and you are expected to follow that guidance, and other IPA guidance on the management of major projects

### **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 the Integrated Data Programme exceeds the delegated authority set by HMT, the Treasury Approval Point 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.

You should also note that where expenditure is considered novel, contentious, repercussive or likely to result in costs to other parts of the public sector, HMT approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HMT. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HMT spending team.

As per the Outline Business Case, the overall budget for the projects is £293 million, excluding VAT. Your staffing and project team support budget is estimated at £4.1m across the life of the programme, with the breakdown by financial year included in the programme management line within the table below.

| £'m                        | 2020/21     | 2021/22     | 2022/23     | 2023/24     | 2024/25 and on-going | Total        |
|----------------------------|-------------|-------------|-------------|-------------|----------------------|--------------|
| Light Houses               | 2.5         | 11.3        | 13.9        | 13.9        | 9.0                  | 50.6         |
| Technical Platform         | 12.9        | 32.4        | 32.4        | 28.6        | 13.8                 | 120.1        |
| Multi Chanel Dissemination | 3.2         | 6.4         | 7.0         | 7.1         | 3.6                  | 27.3         |
| Security                   | 2.1         | 2.5         | 2.5         | 2.6         | 2.6                  | 12.3         |
| Programme Management       | 0.8         | 1.1         | 1.1         | 1.1         | -                    | 4.1          |
| Overheads                  | -           | 8.4         | 9.1         | 8.6         | 3.8                  | 29.9         |
| Contingency and Exit Costs | -1.5        | 12.6        | 13.5        | 17.5        | 6.6                  | 48.7         |
| <b>Total Cost</b>          | <b>20.0</b> | <b>74.7</b> | <b>79.5</b> | <b>79.4</b> | <b>39.4</b>          | <b>293.0</b> |

The current approved expenditure figure is £20m, which provides cover for 2020-21, and until the submission of the Full Business Case.

Applicable conditions or controls as part of the financial agreements are to be confirmed, pending HM Treasury feedback following the submission of the revised Outline Business Case in September 2020.

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 the Integrated Data Programme. Information on these controls can be found here: [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 project rescheduling within tolerance period agreed within your latest programme definition document. 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 the National Statistician Executive Group (NSEG) and the Portfolio and Investment Committee (PIC) 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 the PIC.

## **Project Status**

The Project Status at the date of your appointment is reflected in the most recent status submitted to the National Statistics Executive Board which is Amber in December 2020. This is the agreed position as you assume formal ownership of the programme.

## **Major Projects Leadership Academy (MPLA)**

As a graduate of the MPLA, we both expect – and will support – you to continue your on-going professional development, and will encourage you to take an active part in MPLA alumni activities.

To widen experience and understanding of the role, SROs are expected to become accredited Major Project reviewers and to lead or participate in such reviews for other Government departments, the wider public sector or other areas of the Office for National Statistics as

appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation

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

Yours sincerely,



National Statistician  
Office for National Statistics



Chief Executive Officer  
Infrastructure and Projects Authority

## CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment as Senior Responsible Officer for the Integrated Data Programme, including my personal accountability for implementation of the project, as set out in the letter above.

Name of SRO: Alison Pritchard, Deputy National Statistician, Data Capability

Signature of SRO:

A handwritten signature in dark ink, appearing to be 'AP', with a long, sweeping horizontal stroke extending to the right.

Date: 6<sup>th</sup> January 2021