

UK STATISTICS AUTHORITY

Minutes

**Friday 29 April 2016
Boardroom, London**

Present

UK Statistics Authority

Sir Andrew Dilnot (Chair)
Professor Sir Adrian Smith (Deputy Chair)
Mr Jonathan Athow
Dame Colette Bowe
Dame Moira Gibb
Professor David Hand
Professor Jonathan Haskel
Mr Ed Humpherson
Dr David Levy
Mr John Pullinger

Also in attendance

Dame Kate Barker (for item 14)
Mr Pete Benton (for item 10)
Mr Robert Bumpstead
Mr Mark Carney (for item 14)
Mr Joe Cuddeford
Mr Paul Johnson (for item 14)
Mr Chris Lines (for item 9)
Sir David Ramsden (for item 14)
Ms Heather Savory
Mr Glen Watson

Apologies

None

1. Apologies

There were no apologies received.

2. Declarations of Interest

There were no new declarations of interest.

3. Minutes and matters arising from previous meetings

3.1 The minutes of the previous meeting held on 12 April 2016 were agreed.

3.2 The Chair reported on the topics discussed at the meeting of the non-executive directors that had taken place prior to the start of the Board meeting. The non-executives had discussed:

- i. the process for the appointment of the next Chair and the importance the Board attached to it being involved in the appointment process, as it had been for the appointment of the present Chair;
- ii. migration statistics, and the critical importance of the work being undertaken by ONS to help users better understand the figures, and
- iii. how the Authority should respond to the suggestion from the Bean review about further ways to involve stakeholders in economic statistics.

3.3 The meeting reflected further on the Bean review. The review had recommended that, in order to raise the Authority's awareness of users' concerns, as well as inform the prioritisation of resources between competing demands a high level group should be established to provide a space for frank discussions with the Board about ONS statistics and performance. The Board discussed possible methods for different levels of stakeholder engagement for economic statistics; at Board level, at a work planning level, and at a technical level. The following comments were made in discussion.

- i. Honest feedback was extremely valuable.
- ii. It was not desirable to create a bureaucratic process. The proliferation of new committees should be avoided.
- iii. The need for two forms of engagement was clear: high level engagement and technical expertise.
- iv. Engagement was not only about seeking feedback, but was also an opportunity for dialogue. A series of conferences and seminars could be the most productive approach.
- v. Part of the challenge was to identify where stakeholders were pulling in different directions.

3.4 It was agreed that the UK Statistics Authority must retain its independence from Government and its direct reporting line to Parliament. Any new groups would be advisory and could not assume any oversight role, which was the Board's responsibility.

4. Report from the Authority Chair

4.1 The Chair reported on his recent activities which included meetings with Professor Sir Charles Bean, Rt. Hon. Greg Clarke MP, Sir Robert Devereux and Sir Jeremy Heywood.

4.2 On 26 April the Chair had given evidence, alongside the National Statistician, at the Public Administration and Constitutional Affairs Committee. The Committee had asked questions about the work of the Authority, including the work of the regulator, and particular issues around migration and trade statistics. The Committee had expressed a wish to hear from the non-executive directors about their thoughts on the performance of the organisation. The Chair had committed to write on behalf of the non-executive directors on a regular basis.

- 4.3 Mr Pullinger and Mr Watson reported on progress ONS had made with analysis of National Insurance Number data that had recently been provided by HM Revenue and Customs (HMRC), and how estimates of migration based on this data compared with estimates based on data from the International Passenger Survey (IPS). An article would be published in May.

5. Reports from Committee Chairs

Audit and Risk Assurance Committee

- 5.1 Dame Colette reported on the meeting of the Audit and Risk Assurance Committee held on 16 March. The meeting had considered and approved the finance strategy and the internal audit strategy, and had considered findings from a follow up report to an internal audit of discretionary allowances follow up report.

ADRN Board

- 5.2 Professor Hand reported on the meeting of the Administrative Data Research Network (ADRN) Board held on 11 April. The meeting had considered procedures for the ADRN which were continuing to be refined. The meeting also considered how best to ensure access to data from UK government departments for research purposes. This issue was a top priority for the ADRN Board and its resolution would be critical to the success of the Network. The Authority Board would have a substantive discussion about administrative data infrastructure in May.

Remuneration Committee

- 5.3 Sir Andrew reported on the meeting of the Remuneration Committee held on 12 April. The focus of the meeting was Senior Civil Service (SCS) pay. It had been agreed that pay increases for the SCS would be capped at 1 per cent.

Regulation Committee

- 5.4 Professor Sir Adrian reported on the meeting of the Regulation Committee held on 14 April. The meeting had considered an analysis from the Director General for Economic Statistics which discussed reasons for the differences between the ONS estimate of rents and owner occupied housing costs with other indicators published by the private sector. Members discussed the features of the Valuation Office Agency (VOA) data and the differences in methodology between ONS and the private sector providers.
- 5.5 The Committee had also considered recent assessments of economic statistics, agreeing that, in light of the Bean review, requirements involving economic statistics should be revisited to ensure that they were the appropriate to ensure improved statistics.

6. Report from the Chief Executive [SA(16)13]

- 6.1 Mr Pullinger provided an overview of activity and issues for March and April. A series of staff talks had provided an opportunity to engage staff in an open and frank way about the changes ahead. Questions and feedback had been generally positive.
- 6.2 Mr Athow reported on progress with the establishment of a Centre for Excellence for Economic Statistics.
- 6.3 Ms Savory provided an update on plans for a Data Science Campus. Small and medium sized enterprises had been engaged in the plans as well as other institutions such as the Alan Turing Institute. Ms Savory would bring a Business Plan to the Board in due course.

7. Report from the Director General for Regulation [SA(16)14]

Mr Humpherson provided an overview of activity and issues for March and April. The team had been exploring how to respond to the Bean review recommendations, focussing on four areas: core assessment; voice and identity; methodology; and evaluation. Mr Humpherson would provide an update on plans to the June Authority Board meeting and a detailed blueprint to the July meeting.

8. Stakeholder engagement and external communications [SA(16)16]

8.1 Mr Lines introduced a paper which set out a proposed strategy for engaging stakeholders so that the UK Statistics Authority, its regulatory function, and the Government Statistical Service (GSS) including ONS, could develop deeper insights and improve its understanding of user needs.

8.2 The following comments were made in discussion.

- i. The paper was helpful, with well made points about the existing system.
- ii. There were many important stakeholders beyond the policy sphere, such as business leaders. The private sector was leading in the development of new technologies which would have a disruptive effect on the core business of statistical production; it was important that the GSS evolved its offer to respond to this.
- iii. As the National Statistician had outlined to Parliament and the Public Administration and Constitutional Affairs Committee (PACAC), the business's activities should be guided from the outside in. Stakeholder needs should drive everything.

8.3 The Board considered the multiple brands and identities in use, which created an additional challenge. Clarifying this would take time. The Board commended the paper and agreed it would consider branding again at its next meeting. The discussion of the brands would factor in the implementation of the Bean Review's recommendation to create an Independent Regulation and Evaluation Office.

9. Data collection transformation programme [SA(16)17]

9.1 Mr Benton provided an update on progress with initiating a Data Collection Transformation Programme (DCTP), in line with the 2015 Spending Review settlement.

9.2 The Board was pleased to hear that the Electronic Data Collection (EDC) platform was working well. Good feedback had been received from respondents who completed the electronic questionnaire as part of the pilot. The Monthly Commodities Inquiry had now gone online and a further five surveys would roll out this year. The Monthly Wages and Salaries Survey would go live in August.

9.3 The Chair emphasised that transforming data collection at pace was central to the plans for transforming the office and a critical dependency in achieving change. The Board requested to be kept informed of progress, particularly over the next couple of months where Board members could act as ambassadors for the programme.

9.4 It was agreed that the risks associated with the programme would benefit from review by the Audit and Risk Assurance Committee.

10. Survey response rates update [SA(16)18]

10.1 Mr Watson introduced a paper which provided an update on activity to address challenges with response rates. Mr Watson and Mr Pullinger had met with the Behavioural Insights Team to discuss potential ways to use Behavioural Insights to improve response. The Data Collection Transformation Programme would also take forward a number of other approaches, for example greater use of administrative data and online, shorter surveys.

10.2 The Board considered whether administrative data would mean some surveys would no longer be necessary. While it was essential that new sources of data were used to reduce reliance on surveys, administrative data was not necessarily an alternative to all survey data.

10.3 The Board reiterated its concern in this area. There were tactical steps which were being taken in the short term but a strategic response was necessary. In this respect, the meeting considered and agreed the potential for administrative data to be used in combination with survey data to gain a much clearer understanding of non-response, a better estimate of any possible bias, and better statistical measures to adjust for it.

11. Plans for a London presence [SA(16)15]

11.1 Mr Bumpstead introduced a paper which set out the Authority's future requirements for facilities in London, and proposed a strategy for accommodating increases progressively.

11.2 The Board confirmed that the main operations of ONS would remain in Newport and Titchfield, and that building a small London presence was not about moving production of statistics to London. The London presence would be about facilitating engagement and widening the pool of people the organisation could attract, boosting our capability.

11.3 While the Bean review had recommended such a London presence for economic statistics, the Board confirmed that other areas should also be included, such as population statistics and public policy analysis.

11.4 In the longer term, it would be necessary to consider property requirements as the lease on Drummond Gate came to an end in 2017. But there was an immediate need to begin building capability in London sooner than this. As reported to PACAC headcount numbers for London were expected to be small at around 100 FTE from a total workforce of over 3,000. Plans for economic statistics were well advanced, though other areas were at an earlier stage of planning.

11.5 The Board agreed that the plans set out in the paper should proceed at pace, and that options for accommodation after the Drummond Gate lease comes to an end should be explored in parallel.

12. International issues

12.1 The meeting considered how statistics would be used to inform the debate about the UK's membership of the European Union. In the campaign so far, statistics had been prominent in the debate. The Authority had been asked to look into various issues concerning the use of official statistics, and the Authority would continue to respond publicly on any matters raised with it during the campaign.

12.2 ONS had plans to publish two 'UK Perspectives' articles drawing together various statistics to help inform the EU debate. All of these statistics would be from previously published sources and would be quality assured carefully. The Board agreed that it was absolutely essential that such quality assurance was conducted, and that the articles published had the highest possible standards of rigour and quality.

13. Any other business

13.1 The Board noted that a response from ONS to the consultation on topics for inclusion in the 2021 Census would be published on 23 May. The Board would return to this issue at a future meeting.

13.2 There was no other business. The Authority Board would meet next on Friday 20 May 2016 at 10:30 in London.

14. Stakeholder meeting

- 14.1 The Chair introduced Dame Kate, Mr Johnson, Mr Carney and Sir David. The Chair summarised that the Authority had welcomed the Bean review and accepted its recommendations. The review was consistent with the Authority's strategy, though in some places it pressed the Authority to go further and faster.
- 14.2 The review had recommended that better engagement was needed between the Authority and high-level stakeholders for economic statistics. The review had also noted that honest responses from users were sometimes difficult to elicit as the responses were published, and recommended that a group be convened to facilitate frank and open discussion. The Board was happy to do this and would explore ways to encourage independent private sector involvement too, which was essential. The Board was also keen to avoid further proliferation of committees.
- 14.3 Dame Kate commended the Bean review and noted that there had been some good progress with implementing some of the recommendations from the review that she had led with Art Ridgeway of the National Accounts. Dame Kate agreed that there was a risk of proliferation of user groups, and suggested that the quality of user consultation was more important than the number of consultative groups. There was a wide community of users of economic statistics beyond the key public sector bodies, and the uses they put economic statistics to were of immense value to the public more broadly.
- 14.4 Mr Carney noted that a high level group was a good idea, but should be pitched at the right level. It would be important to provide a level of transparency but also ensure that a robust exchange of views was possible. Such meetings should not be too frequent. Mr Carney was supportive of the plan for a London presence for ONS and the Bank would be keen to pursue secondments and two-way flow which would be easier with a London presence.
- 14.5 Mr Johnson welcomed the Bean review, though stressed that it was important that the focus on economic statistics to inform the management of the economy did not divert ONS from the core job of producing high quality statistics that were available to a wide range of users. A common frustration for the IFS was getting access to data that government holds. There was great value that could be added to public life from making data more widely available.
- 14.6 Sir David agreed with the general consensus, though noted the role of Cabinet Office as a stakeholder. It would be important that the new Data Science Campus was established quickly.
- 14.7 The meeting considered the current consultation on proposals to extend data access for statistical purposes. It was agreed that it was a good idea to use as much data as was required to produce better statistics, but the mechanics of how to do this were important. One concern from the user community was that reliance on government administrative data sources and less reliance on survey data could mean that less high quality survey data would be available to users. The various tradeoffs were discussed. It was noted that this discussion demonstrated the value of hearing a diversity of user views.
- 14.8 The meeting discussed the Bean review proposal for a high-level group. Working level contacts were very important but a high level group could provide an opportunity to identify priorities in a structured way. It was suggested that a 'one stop' forum might initially meet twice a year to consider priorities and tradeoffs. This did not necessarily need to be a 'standing committee' but could have flexibility and be organised as workshops or seminars to encourage a dialogue. Attendees might vary according to the issues.

- 14.9 The Chair thanked Dame Kate, Mr Johnson, Mr Carney and Sir David for their time and helpful contributions. In summing up, the Chair noted that further thinking was needed about the best format for stakeholder engagement. The Board was conscious that for some time the organisation had been too inward focussed. Subject to further consideration and discussion, it was hoped that new engagement opportunities would begin in the summer.

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Agenda**Friday 29 April 2016****Boardroom, Drummond Gate, 10:30 – 15:30****Chair: Sir Andrew Dilnot****Apologies: None****10:30 to 11:00 – Non-executive session**

1	Minutes and matters arising from previous meetings <ul style="list-style-type: none"> • Declarations of interest 	Meeting of 12-04-16
2	Report from the Authority Chair	Sir Andrew Dilnot
3	Reports from Committee Chairs <ul style="list-style-type: none"> • ADRN Board • Audit and Risk Assurance Committee • Remuneration Committee • Regulation Committee 	Professor David Hand Dame Colette Bowe Sir Andrew Dilnot Professor Sir Adrian Smith
4	Report from the Chief Executive	SA(16)13 Mr John Pullinger
5	Report from the Director General for Regulation	SA(16)14 Mr Ed Humpherson
6	London facilities requirements	SA(16)15 Mr Robert Bumpstead
7	Stakeholder insight and engagement strategy	SA(16)16 Mr Chris Lines

12:45 – 13:00 Lunch

8	Data collection transformation programme	SA(16)17 Mr Pete Benton
9	Survey response rates update	Discussion Mr Glen Watson
10	International issues	Discussion Sir Andrew Dilnot
11	Any other business	

14:30 to 15:30 – Stakeholder meeting

12	<u>Stakeholder meeting</u> Dame Kate Barker, Mr Mark Carney, Mr Paul Johnson, and Sir David Ramsden
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Next meeting: 20 May 2016, 10:00 to 15:30, London

UK STATISTICS AUTHORITY

SA(16)13

Chief Executive's Report, April 2016

Purpose

1. This report provides the Board with an overview of activity and issues for March and April.

Summary

2. The period since the last Board meeting has seen a real shift in confidence and pace. The final report of Charlie Bean's Independent Review of Economic Statistics, the publication of our business plan, and internal work on budgets and workforce plans for Office for National Statistics (ONS) have given clarity about the tasks that need to be accomplished over the years ahead. Resolution of the long running problems with ONS pay and a voluntary exit scheme have also made good on commitments made by managers.
3. A recent round of staff meetings in ONS and several important Government Statistical Service (GSS) activities have been very positive. Three Ministerial visits, two to Newport and one to Titchfield, coupled with the Chancellor's announcement in the Budget of some more money for our Economic Statistics Centre of Excellence and Data Campus have shown that we have support at the highest levels. In addition the release of the new website has heralded a strong pipeline of innovation that gives encouragement to all that more is to follow.

Review of recent activities

4. Other important developments in recent weeks include the following.
 - i. Work involving statisticians in ONS, the Department of Work and Pensions, HM Revenue and Customs and the Home Office on migration statistics.
 - ii. Analysis of statistics on payments to the EU and generally intense interest in many of our statistics in the pre-referendum environment.
 - iii. Publication of a proposed way forward on consumer prices statistics.
 - iv. A number of innovative statistical outputs, for example on the sharing economy and the household 'satellite account'.
 - v. Agreement at the UN Statistical Commission to an indicator framework to measure sustainable development over the period 2015-2030.
 - vi. The first graduates from our data science academy.
 - vii. An agreed concordat on statistics as part of the devolution settlement.
 - viii. The Executive Group has had an in depth review of diversity and inclusion issues and set priorities for future action. Nicky Bloomer has made an excellent video on women on leadership which should further help inspire colleagues.
 - ix. Guy Goodwin has been appointed as Chief Executive of the National Centre for Social Research. We are advertising for a successor.
 - x. Frankie Kay has been appointed as Director of Economic Statistics Transformation.
 - xi. Release of a new competency framework for the GSS.
 - xii. A record number of entries to the ONS excellence awards.

Future look

5. In the next few weeks we will be ramping up electronic data collection, publishing plans for the Economic Statistics Centre of Excellence and Data Campus, taking forward our review of ONS methodology and publishing statistics during a time of intense political interest around the various elections and the EU referendum period.
6. Following the consultation on data access legislation we will be reviewing responses and working closely with the Cabinet Office on next steps.
7. We will be publishing the outcome of our consultation on topics for the 2021 Census for England and Wales. Similar consultations for Scotland and Northern Ireland will follow.
8. Sir Andrew and I will be appearing before Public Administration and Constitutional Affairs Committee (PACAC) on Tuesday morning (26 April). The session is expected to touch on a range of issues, including the role of the Authority in the lead-up to the EU Referendum, the appointment of Sir Andrew's successor, and the Bean Review.
9. In the final 20 minutes, discussion is expected to turn to migration statistics and at this point Neil McIvor, the Department for Work and Pensions Head of Profession, will join us. We will provide an update on the hearing during the Board meeting.

John Pullinger, 22 April 2016

UK STATISTICS AUTHORITY

SA(16)14

Report from the Director General for Regulation

Purpose

1. This paper provides an update on regulation activity since the last meeting in February.

Recommendation

2. Members of the Authority Board are invited to note the activities and proposed actions.

Discussion

New regulatory office

3. Following my presentation to the special Board meeting earlier this month, my team is beginning to explore how we need to change across the four dimensions below.
 - i. Core assessment – how to emphasise our focus on quality and value, as well as trustworthiness.
 - ii. Voice and identity – how to signal with clarity to stakeholders that the regulatory function is effectively independent from the production function. While we have always operated in line with this principle, external stakeholders are often unclear about the distinction – hence the Bean Review’s emphasis on a clearly independent identity.
 - iii. Methodology – how to deepen our focus on methodology.
 - iv. Evaluation – how to develop a comprehensive, cross-Government perspective on whether statistics meet user needs now and into the future.
4. Underpinning these four areas lies a need to restate the core principles which underpin the Act: the nature of the National Statistics designation, the boundaries between data, management information and official statistics; and the role of statistical professionals within Departments.
5. In developing proposals for change for the Board, it is likely that we will propose areas where we need to increase further the resource devoted to regulation, particularly to implement the new evaluation element of the independent office. This evaluation focus could also entail some structural change too – e.g. creating a different set of responsibilities within the senior team.

Ongoing regulatory activities

6. Our regulatory activities since the last board meeting in February have been as follows.
 - i. Health and social care statistics in England: we published the Authority’s direction of travel on health and social care statistics on [22 March](#). The report, which drew on the round table of senior leaders in health statistics that we convened in February, was clear about deficiencies in terms coherence, meeting user needs and data accessibility. We are now preparing a Better Statistics, Better Decisions summit for July at which statistical producers will report to users on how they propose to address these deficiencies.
 - ii. CPIH: we published the assessment on [3 March](#). It was widely welcomed by stakeholders, who appreciated the comprehensiveness of the analysis and the three core issues that we highlighted: quality assurance over Valuation Office Agency (VOA) data; the comparison between CPIH and other sources of private rents data;

and clearer, more confident communication of the decisions underpinning the CPIH index.

- iii. Migration statistics: I wrote to John Pullinger on [23 March](#) about the differences between the Office for National Statistics' s (ONS) migration estimates and the Department for Work and Pension's (DWP) statistics on National Insurance numbers issued to foreign nationals. My letter encouraged prompt communication of any difficulties with ONS's proposed reconciliation between these sources to ensure that public expectations are managed effectively.
- iv. Welfare statistics: Sir Andrew and I met with Sir Robert Devereux, Permanent Secretary of DWP, and Frank Field of the Work and Pensions Select Committee. This meeting secured some progress in discussing how to ensure welfare statistics evolve to reflect a welfare system that is itself evolving. DWP agreed in principle to attend a multilateral meeting of expert stakeholders, probably at Nuffield College in Oxford. Meanwhile, DWP have finally published a strategy for statistics on welfare sanctions (e.g. stopping payments to claimants who do not meet specified conditions for seeking work). This strategy follows several interventions in 2015 encouraging DWP to improve statistics on sanctions.
- v. Code stocktake: The initial engagement phase is now complete. Between December and March, the team conducted a 'survey monkey' questionnaire, which gathered almost 600 responses; held nine workshops in seven cities; and held over 30 meetings with a range of stakeholders to explore their perspectives. Emerging insights from the engagement activity helped us to shape a series of analytical packages. The initial analytical phase will culminate in a team workshop on 6 May, at which we will discuss ten papers produced by different subsets of Authority staff. The workshop discussions will be the basis for the Steering Group's consideration of emerging themes in mid May. We published further information about the Stocktake on the Authority's website on 18 April, including the papers from the first Steering Group.

7. The main challenges include:

- i. Bean Review: while we are focusing on implementing the independent office model (see above), there are a range of impacts on our existing work we need to consider in the light of the review. In particular, when publishing assessments or updates on economic statistics we will need to ensure that both the spirit and detail of the Bean Review are recognised.
- ii. Communications and engagement: I noted above the importance of creating a separate identity in the Bean Review context. I think that reinforcing this clearly separate identity, alongside the Authority/ONS/GSS work to create clearer communications, will be a significant challenge over the summer.
- iii. Health and social care: we have had a good deal of success in convening senior stakeholders and encouraging recognition of the scale of the problem. However, we face two related challenges: firstly, the Better Statistics, Better Decisions summit risks being seen as just another exposition of the problems, unless we can drive a clear focus from producers on areas in which they will make changes. Secondly, the recent renaming of the Health and Social Care Information Centre to NHS Digital may reflect an increasing marginalisation of both official statistics and of social care in thinking about data in this sector. I propose to seek an early meeting for Sir Andrew and I with the new chair of NHS Digital, Noel Gordon.

- iv. EU Referendum: the EU Referendum has featured several statistical battlegrounds – over migration, over trade (the Rotterdam effect, whereby exports from the UK to Rotterdam may be destined for markets beyond the EU, and therefore overstate the extent of UK-EU trade), and over UK contributions to the EU. Following a high profile intervention on UK contributions, we are expecting more calls from us to intervene from both the leave and remain camps.

Ed Humpherson, Director General for Regulation, 25 April 2016

List of Annexes

Annex A Monitoring and Assessment activity since the last meeting

Annex A Key outputs since the last meeting

Assessment

Assessment Reports

- Small Area Income Estimates (ONS)
- Legal Aid Statistics (Ministry of Justice)
- Northern Ireland Road Safety Strategy to 2020: Annual Statistical Report (Department of the Environment Northern Ireland)
- Adult Psychiatric Morbidity Statistics (Health and Social Care Information Centre (HSCIC))

Confirmation letters

- AR 217: Police Statistics in England and Wales (Home Office)
- AR 285: Statistics on Children's and Young People's Social Care for England (Ofsted)
- AR 287: Statistics on the Operation of Police Powers under the Terrorism Act 2000 and Subsequent Legislation (Home Office)
- AR 314: Patient Outcome Statistics – NHS Outcomes Framework Indicators for England, 2015 (HSCIC)

Strategic interventions

The Coherence and Accessibility of Official Statistics on Income and Earnings'

1. A second update against the recommendations from the report of February 2015 is due to be published in May 2016.

Health

2. We held a roundtable for senior decision makers in the health field in February 2016 and are planning another larger event in July 2016. A paper highlighting the direction of travel for health statistics in England identified through the roundtable was published on [22 March](#).

Statistics and City Regions

3. We held a roundtable event on 10 March 2016 and are due to publish a note on the outcomes of this in May 2016.

Crime

4. Following several assessments of crime statistics, we have embarked on a strategic intervention designed to ensure crime statistics better serve the public good. We are currently preparing an update report on progress on police recorded crime in England and Wales. We will seek the input of the Crime Statistics Advisory Committee in May.

Quality Assurance of Administrative Data

5. We are preparing an update report for the April Committee on the progress in rolling out the Authority's regulatory standard across the GSS. Work is also beginning to re-think the existing quality assurance matrix and guidance in relation to management Information

Housing

6. We will examine the coherence and accessibility of housing data in the UK, looking also at any quality concerns and data gaps. A summary of the approach should be available by June 2016.

International migration

7. We will explore the extent to which the available data on international migration meet the needs of society and what might be done to fill any gaps. A summary of the approach should be available by July 2016.

Casework

- Police Grant Report for 2016/17:
 - [Letter from Sir Andrew Dilnot to Theresa May MP](#) regarding the Police Grant Report for 2016/17.
 - [Letter from Sir Andrew Dilnot to Andy Burnham MP](#) regarding the Police Grant Report for 2016/17.
- [Proportion of EEA migrants claiming in-work benefits and tax credits](#) - Letter from Sir Andrew Dilnot to Sir Robert Devereux regarding a Department for Work and Pensions ad hoc release of information about the proportion of EEA migrants claiming in-work benefits and tax credits.
- UK contribution to the EU:
 - [Letter from Sir Andrew Dilnot to Norman Lamb MP](#) regarding EU contributions.
 - [Letter from Sir Andrew Dilnot to Bernard Jenkin MP](#) regarding EU contributions.
- [Publication of Scottish Government statistics](#) – Letter from Ed Humpherson to Jackie Bailie regarding the publication of Scottish Government statistics.
- [Differences between DWP statistics on National Insurance Numbers allocated to adult overseas nationals and ONS migration figures](#) - email from Ed Humpherson to John Pullinger regarding differences between DWP statistics on National Insurance Numbers allocated to adult overseas nationals and ONS migration figures
- [National Pupil Database](#) - Letter from Ed Humpherson to Jen Persson about access to data in the National Pupil Database.

UK STATISTICS AUTHORITY

SA(16)15

London Facilities Requirements

Purpose

1. This paper sets out the Authority's future requirements for facilities in London, and proposes a strategy for accommodating increases progressively.

Recommendations

2. Members of the Authority Board are invited to:
 - i. agree to start increasing the Authority's presence in London, ensuring integration with the organisation's main operations in Newport and Titchfield; and
 - ii. note the likely implications for the Authority's estate in London and the intention to develop plans to manage this alongside the move from Drummond Gate in 2018.

Discussion

3. The business plan published on 18 April states the Authority's intention to increase its presence in London, following recommendations by successive reviews. In particular, the Bean Review argued for a greater presence to facilitate stronger engagement with users, links with other institutions, and interchange of staff. Although the scope of the review was limited to economic statistics, it is a natural step to pursue a similar approach across most areas relevant to public policy.
4. A London centre would also widen the pool of people the organisation can attract, boosting our capability. Most obviously, it would provide a landing point for secondees from London-based organisations. At a stroke, this could bring in specialist expertise and strengthen ties with those users.
5. While capitalising on the advantages of a site in London, it is important these do not give rise to a 'them and us' culture or the perception that staff there do work that is different or somehow more exciting. Staff in London need to be fully integrated into an organisational structure that spans all sites, not working London-specific teams. As such it makes sense for a broad range of relevant business areas to be represented in London, and for it to include a body of permanent staff as a counterbalance to short-term secondees.
6. The overall increase in London is expected to be approximately 60 additional posts, though there is still some uncertainty and the figure could be higher. Planning for economic statistics is well advanced, other areas are at an earlier stage. This will take the number of staff based in London to around 100 and in effect create a small but fully-fledged London centre.
7. In communicating these changes Office for National Statistics (ONS) must be clear that its main operations will remain in Newport and Titchfield, and that it is also investing to raise capability at both its principal sites. This is not about moving production of statistics back to London.
8. Further details of the future requirement for economic statistics is set out in **Annex A**, and for other areas in **Annex B**.

Facilities

9. Drummond Gate currently accommodates 91 desks and 62 staff within 1134m². This is well below both the present and future targets for utilising central government office

space (10m² and 8m² per full time equivalent (FTE) respectively), but reflects the site's purpose. Despite its small size, the site houses such things as the boardroom, the press briefing room and the virtual microdata laboratory, which includes a further 10 desks. In addition, on any given day a number of desks are occupied by visitors from other sites.

10. Presently, the facilities in London allow for only a modest increase in staff numbers. Over time, in order to accommodate the additional staff required in London, the Authority will need to make a series of changes to how it uses the space available, and ultimately increase the size of its estate in London.
11. With the end of the lease of Drummond Gate approaching in January 2018, planning for London accommodation beyond then must reflect the intention to increase the number of staff in London. If possible, we should look to occupy a portion of our next London site ahead of 2018 in order to accommodate staff. In the meantime, better utilisation of existing space can meet needs up to early 2017.
12. The National Statistics Executive Group (NSEG) considered a strategy for ONS estates at its March meeting. This included a number of central government property initiatives with implications for ONS and the importance of a central London office location for the organisation, with close proximity to Whitehall and other important stakeholders a key factor.
13. For that reason, the Ministry of Justice (MoJ) site in Petty France is currently the preferred option, being able to meet all the Authority's requirements. However, other departments may yet move into that space and MoJ were unable to make a firm offer at this time.
14. Once the Authority's requirements in London for 2018 and beyond have been finalised, arrangements for a new site will be developed further and NSEG will receive an update later in the year. Depending on the options that emerge within the Whitehall area, it may be that the perception of independence also needs to be a factor for consideration.
15. Further details of accommodation options up to and after the current lease are set out in **Annex C**.

Conclusion

16. The Authority should begin recruiting in London for some posts, particular where it will support the strengthening of relationships with London-based users and institutions or where access to a further pool of talent would be beneficial.
17. Plans for facilities in London beyond 2017 will need to reflect the increased number of staff, however accommodation capacity is not an immediate barrier to starting recruitment.

Will Laffan, Secretariat, 21 April 2016

List of Annexes

Annex A Economic Statistics in London

Annex B Other roles in London

Annex C Accommodation options

Annex A Economic Statistics in London

What would a London presence look like?

1. A fully-staffed London centre would include 20-25 staff working on economic statistics:
 - i. Around 10 permanent ONS staff;
 - ii. Around 5 secondees from key partner organisations; and
 - iii. Around 5 from academia (e.g. PhD students or others as part of the Centre of Excellence or ONS fellows).
2. All London-based staff should be part of a Newport-based team: we do not create a 'London economist team' or similar. That is not to say there will not be a sense of community within London, but this is not at the expense of links with Newport.
3. A matrix-management system is envisaged with more senior economists in London co-ordinating the day-to-day working of the team, with Newport managers setting the work areas and ensuring the work in London is co-ordinated with and feeding into their wider agenda. Newport managers will hold line-management responsibilities, training budgets, etc.
4. London-based staff should be expected to travel to Newport (or Titchfield) regularly and vice versa.

What would the priorities for the London centre be?

5. As the London staff will be part of the wider Economic Statistics area, the objectives of their work will mirror Economic Statistics' ambitions. Nonetheless, the ability to attract some specific knowledge and skills suggests London-based economists could most usefully contribute to the following areas:
 - i. flow of funds;
 - ii. productivity puzzle and gap;
 - iii. supporting the Economic Statistics Centre of Excellence; and
 - iv. classifications.

Timetable and dependencies

6. Developing the London centre could take some time, and there are a number of dependencies.
 - i. Establishing the Centre of Excellence. A core part of the Centre will be research centre-style arrangement with a university or a group of universities. This will provide some of the academic expertise and some of the people listed above. Establishing the Centre of Excellence will take some time and could therefore delay some of the recruitment in London.
 - ii. Securing secondees from HM Treasury and the Bank of England. Both organisations have indicated that they are content in principle, but the challenge will be finding sufficient numbers of interested people that either are willing to spare.

7. Set out below is a timeline of key actions needed to get the London centre up and running.

Date	Action
May-June 2016	Recruit first ONS staff to London (expected to be mainly returning secondees/ONS staff wishing to relocate/Fast Stream Economist entrants).
May onwards	ONS Fellows assigned to key projects
Summer 2016	Next round of economist recruitment, including London as a location
Sep 2016	First secondments in place
End 2016	Economic Statistics Centre of Excellence arrangements in place, paving way for academics/students to be working in London.
April 2017	Target date for a fully formed London Centre.

Jonathan Athow, Economic Statistics, 21 April 2016

Annex B Other roles in London

1. Maximising the benefits of an expanded London presence will require there to be a mix of posts that span the Authority's outputs and responsibilities. Not only would narrowly defining the work to be done in London mean the advantages and flexibilities a centre in London offers would not be shared across the business, it would likely result in staff based there taking at most one or two roles before leaving again. Having invested in the site to access a wider pool of talent, it would be a waste not to try and retain staff where possible. Furthermore, building a rounded profile of staff in London that achieves a balance between staff interchange and continuity will help the site's culture and its integration with the main operations in Newport and Titchfield.
2. Beyond economic statistics, there are a series of areas that it would make good sense to have represented in London, if they aren't already. There is still uncertainty about the eventual size of these increases; but at this stage approximately 25 additional posts are expected in London in the near future.

Data science (around 15 additional posts over time)

3. In parallel with the Economic Statistics Centre of Excellence, the Authority is also establishing a Data Campus, with expertise in data science and data engineering. While sited in Newport, the Campus will need the flexibility to include posts in London, to make the most of opportunities for collaborative or specialised projects.
4. As with the Centre of Excellence, the total number of staff in London is expected to rise to 25 over time, including a number of rolling secondments from partner organisations.

Communications and stakeholder engagement (up to 5 additional posts)

5. One of the key benefits of a greater London presence, explicitly brought out in the Bean Review, is to strengthen relationships with London-based users, notably the Bank of England and HM Treasury. This is not to say London should just be a dedicated engagement function. Direct relationships need to be built up between analytical teams in different institutions, however it would be natural for increased engagement activity in London to carry an increased demand for communications staff.

Public policy (4 additional posts this year)

6. ONS's role supporting policy-makers with statistical evidence, extends much more widely than economic statistics. A renewed focus in the last year has resulted in a marked increase in the number of policy advice requests from departments. This has been led by public policy teams in Newport and Titchfield, with only two staff in London (largely funded by the Greater London Authority and focused on London-specific analysis).
7. A small, but slightly larger presence in London will help capitalise on the progress already made and help ensure statisticians have 'a seat at the table'. In particular, statistical work on devolution and cities will benefit from the experience of the existing London-focused team.

Methodology (future requirement not yet known)

8. Just fewer than ten methodologists are currently based in London. A review of methodology in ONS is expected to start shortly and raises the possibility this might change in the future. If this were to be the case, any changes would most likely occur towards the end of the Drummond Gate lease. The best assumption is therefore that this requirement stays constant at least in the short-term.

Virtual Microdata Laboratory

9. The facility for researchers to work on ONS data through the Virtual Microdata Laboratory (VML) in London is a key part of the service ONS provides to its most expert users. Increasing access to micro level data was advocated by the Bean Review and is one of the targets set out in the recently published business plan.
10. The London VML currently consists of 10 desks within its own separate room. Because it is a secure environment, it is not practical to alter its size before leaving Drummond Gate. Providing remote access to other government departments has reduced one source of demand, however there has been a significant increase in use from external researchers, who still require on-site access to the service. Plans for a future site should recognise the likely increase in demand, in London in particular, that would come from future improvements in the service or any broadening of access.

Regulation (future requirement not yet known)

11. The Bean Review recommended an expansion of the Authority's regulatory function, including the formation of an Independent Regulation and Evaluation Office. More detailed plans have not yet been prepared, but may well include increased staffing to take on the additional programme.
12. Moreover, the direction towards a deeper focus on methodology in regulatory work means there are likely to be synergies with the Economic Statistics Centre of Excellence, as well as an increasing need to partner with external specialists or academics, which will require flexibility of location. All this points to an increase in facilities required for regulatory work in London.

Annex C Accommodation options

Present facilities

1. Drummond Gate has a net internal area (NIA) of 1134m². At present it accommodates 101 desks within that space, of which:
 - 62 are assigned to individual members of staff (or vacant posts);
 - 10 are assigned as visitor desks;
 - 7 hold equipment (stand alone desktops, etc.);
 - 12 are unoccupied; and
 - 10 are within the Virtual Microdata Laboratory.
2. It is therefore possible to accommodate 12 additional posts without any further changes.

Better utilisation of present facilities

3. A series of steps are possible to accommodate further additional staff within Drummond Gate. As staff numbers in London increase, more significant steps would need to be taken, with a greater impact on the working of the site. Although potentially disruptive, some measures might be palatable as short-term options in the period before moving to a new site.
 - i. An additional 10 or so desks could be made available by freeing up desks from equipment and rearranging desks more efficiently, with minimal impact.
 - ii. The removal of one meeting room could make room for a further 10 or so desks, however this would have a severe impact on the working of the site.
4. The adoption of 'smart working practices' would enable the existing number of desks to accommodate an increased number of staff. The number of laptop users makes this relatively simple to implement in London and it could also enable more efficient use of the assigned visitor desks by including them in the pool too.
 - i. With a desk to person ratio of 0.6:1 applied across the site (as is the case in some other central government offices), we could accommodate all the Authority's additional requirement, however given the small size of the office it would be problematic on busy days (e.g. days of Board meetings), and for certain functions.
 - ii. With a desk to person ratio of 0.8:1 applied to most of the site, alongside other measures, we could accommodate all but the final few appointments, expected around April 2017.

New facilities

5. The solution with minimal impact for the Authority would be to take up some of the Authority's next London site and accommodate some staff there before completing the move at the end of 2017. This would incur some costs, but the principle barrier is the lack of a confirmed site. An added advantage might be that moving in early could help secure the preferred location with the Ministry of Justice.
6. Alternative options for additional temporary facilities include seeking some presence in Government hubs in Canary Wharf or Croydon, or arranging for the Charity Commission to leave Drummond Gate early and expanding into that area, however both options would entail investment only to move again at the end of 2017.

UK STATISTICS AUTHORITY

SA(16)16

Stakeholder insight and engagement strategy

Purpose

1. This paper sets out a proposed strategy for engaging stakeholders so UK Statistics Authority, including its regulatory function, and Government Statistical Service (GSS), including the Office for National Statistics (ONS), develop deeper insights and improve our understanding of their needs.

Recommendations

2. Members of the Board are invited to comment on and agree the strategic direction set out in the Stakeholder Insight and Engagement Strategy at **Annex A**.

Background

3. *Better Statistics, Better Decisions*, the Strategy for UK statistics, states that, 'building stronger relationships will enable us to be more helpful and intuitive in responding to the needs of our stakeholders.'
4. Professor Sir Charles Bean's *Review of Economic Statistics* recommended that:
 - i. "ONS should take action to ensure the primary objective of statistical producers is to meet user needs, by encouraging staff to: understand better how their statistics are used; ... collaborate with users and experts..."
 - ii. "While building up the capability of its operation in Newport, ONS should also increase its London profile in order to facilitate stronger engagement with users of economic statistics, as well as expanding its engagement with users across the rest of the UK."
5. The Authority Board meeting on 22 February 2016 agreed an action for the 'Head of Communications to consider the content of the 'key accounts' information. It was noted that the information provided about the 'key accounts' was limited only to civil service departments. This was also connected to work to transform user insight which was being led by Mr Bumpstead ... setting out a new direction for user insight and engagement ... Mr Lines to present paper on this on 29 April meeting.'

Discussion

6. The proposed Stakeholder Insight and Engagement Strategy is at Annex A.
7. The delivery of the strategy will contribute to UK Statistics Authority, GSS and ONS strategic objectives to:
 - i. inform decision making;
 - ii. support democratic debate; and
 - iii. improve communication.
8. The communications objectives of the strategy are to:
 - i. improve stakeholder satisfaction levels;
 - ii. improve the reputation rating of the UK Statistics Authority, ONS and GSS statisticians; and
 - iii. increase the number of recommendations and endorsements of UK Statistics Authority, GSS and ONS work.

9. The strategy seeks to move the UK Statistics Authority and GSS, including the ONS:
 - i. from being internally focussed to being outward looking;
 - ii. from contacting stakeholders in an ad hoc manner to placing stakeholder needs at the heart of our business and business planning systems;
 - iii. from conversing with fellow statisticians to engaging with policy makers and influencers;
 - iv. from spreading our engagement across all areas of the business to focussing on the most important decisions affecting the UK;
 - v. from an approach centred on organisations to one which recognises the interests and influence of individuals;
 - vi. from a system making infrequent contact to one interested in building deep working relationships; and
 - vii. from spending time on systems which generate little useful information to focussing resource on measuring what matters.
10. If agreed, the new strategic approach will, amongst other things, require the following.
 - i. The establishment of new groups in our governance system.
 - ii. Changes to our business planning process.
 - iii. The development of powerful and engaging corporate narratives for the UK Statistics Authority, GSS and ONS.
 - iv. Engagement and planning to identify priority issues where we can focus engagement resource and activity.
 - v. The development of the capability of UK Statistics Authority and GSS, including ONS staff so they have the listening, communication, political and presentation skills to engage effectively.
 - vi. Development and implementation of two contact programmes for each priority issue, one for the regulator and one for the providers, which seek to engage the identified individuals.
 - vii. The re-launching of the ONS Key accounts system and Customer Satisfaction Survey so they are more integrated with our business and provide more useful intelligence in a timely way.

Conclusion

11. The Stakeholder Insight and Engagement Strategy sets a new, high level approach to stakeholder engagement. If agreed the User Intelligence and Engagement Team will work with colleagues to develop implementation plans.

Chris Lines, Communications Division (ONS), 20 April 2016

List of Annexes

Annex A Stakeholder Insight and Engagement Strategy

Annex A Stakeholder Insight and Engagement Strategy

Introduction

1. This paper sets out a Stakeholder Insight and Engagement Strategy for UK Statistics Authority, GSS and ONS.
2. The strategy is the first element of a corporate communications strategy which is being developed to address all elements of corporate communications including internal communications, media and digital communications.
3. It's a single strategy for the UK statistics system because all parts of the system share the same stakeholders. However, because each part has a different role, each engages with a different purpose: the UK Statistics Authority, to improve the oversight and regulation of statistics; and the GSS and ONS, to improve their provision.

When the paper refers to the UK Statistics Authority, it is referring primarily to its regulatory role and that of the independent regulatory office. There is an issue of identity and branding here which needs to be clarified.

4. For the purposes of this paper the following definitions are used:
 - i. *A stakeholder is an individual who has a direct stake in the development, provision and regulation of a specified set of statistics.*
 - ii. Stakeholders are a sub set of users who are individuals who use statistics directly from source e.g. from the ONS website, or indirectly e.g. via the media.

The challenge

5. *Better Statistics, Better Decisions*, the Strategy for UK statistics, states that, 'building stronger relationships will enable us to be more helpful and intuitive in responding to the needs of our stakeholders.'
6. Professor Sir Charles Bean's *Review of Economic Statistics* recommended that:
 - i. "ONS should take action to ensure the primary objective of statistical producers is to meet user needs, by encouraging staff to: understand better how their statistics are used; ... collaborate with users and experts..."
 - ii. "While building up the capability of its operation in Newport, ONS should also increase its London profile in order to facilitate stronger engagement with users of economic statistics, as well as expanding its engagement with users across the rest of the UK."
7. One of the drivers of the Regulation Business Plan for 2016/17 is to 'improve our engagement and raise our profile with our stakeholders.'
8. The Key Account system is a narrow, unreliable, transactional and bureaucratic means of the ONS managing relationships with major organisations, mainly government departments. It does not adequately provide insight into policy making or encourage focussed engagement with the most appropriate people.
9. The ONS Customer Satisfaction Survey is an unreliable means of assessing stakeholder satisfaction because it does not distinguish between stakeholders of different levels of influence and interest.

10. Engagement activity is spread thinly and, in the case of digital channels, minimally, across the breadth of UK Statistics Authority and GSS interests, reflecting a very large number of stakeholders.

Objectives

11. The delivery of this strategy will contribute to the UK Statistics Authority, GSS and ONS strategic objectives to:

- i. inform decision making;
- ii. support democratic debate; and
- iii. improve communication.

12. The communications objectives of this strategy are to:

- i. improve stakeholder satisfaction levels;
- ii. improve the reputation rating of the UK Statistics Authority, ONS and GSS statisticians; and
- iii. increase the number of recommendations and endorsements of UK Statistics Authority, GSS and ONS work.

Audience insight

13. Stakeholders should be segmented as follows.

Policy makers

- UK ministers, SPADs and senior civil servants
- Devolved Administration ministers, SPADs and senior civil servants
- Mayors and local government cabinet members, political advisers and senior officials
- Organisation for Economic and Co-operation Development, EU and UN leaders and senior officials

14. Contact with policy makers is infrequent at best, rarely planned and therefore often reactive. At a devolved and local level contact is rarer still. Policy makers' views of the UK Statistics Authority, GSS and ONS are often anecdotal and occasionally critical. With the exception of the Bean Review's examination of stakeholder views on economic statistics and the Treasury and Bank of England Key Account assessments, senior views are not collected systematically.

15. Policy makers are unlikely to be interested in members of the statistics system and it may not occur to them that we can help with their challenges.

Policy influencers

- Politicians
- Members of think tanks and interest groups
- Academics
- Commentators and senior journalists
- Business leaders
- Public service leaders
- Third sector leaders

16. Contact with policy influencers is infrequent, occasionally planned and often reactive. Their views, where known, are occasionally critical.

17. Policy influencers are more likely to see statistics outputs but may not see the need or benefit of engaging with the statistics community. They also provide an essential channel for us to reach all UK citizens.

Scrutinisers of the statistical system

- Parliamentary committees and scrutiny committees
- Royal Statistical Society leaders
- International bodies e.g. Eurostat, international National Statistics Institutes
- Statistics bloggers, journalists and commentators
- Academics
- Information Commissioner
- Digital bloggers, journalists and commentators
- Government Digital Services members
- Open data campaigners
- Privacy campaigners

18. Contact with scrutinisers is more frequent but rarely planned. They can be very supportive of statistical work but also can be critical. Their views are not collected systematically.

Partners

- Funders
- Survey responders
- Providers of administrative data
- Syndicators and aggregators
- Academics and other innovators

19. Contact with partners is usually transactional and business focussed. Their satisfaction levels and view of providers is not known.

Strategy

20. This strategy seeks to take our stakeholders (see 13 above) on the journey set out in Appendix A1 to achieve the above objectives (see 11 and 12 above).
21. Corporate narratives for the UK Statistics Authority, including its regulatory office, and GSS, including ONS, need to be developed which emphasise the role of being helpful to the policy making agenda and providing statistics to meet user needs. These narratives need to be weaved into all we do and say.
22. Stakeholder engagement activity should be built into the business planning process and timetable. This will ensure that the UK Statistics Authority, its regulatory office, GSS and ONS place stakeholder needs at the heart of their business. It will also support a joined up approach and enhance corporate communication. The priority issues (see 24(i)) should be identified as part of an annual period of engagement with stakeholders and staff feeding into the business plan.
23. Stakeholder voices need to be heard in UK Statistics Authority, GSS and ONS governance structures. The UK Statistics Authority Board is considering a high level stakeholder forum, as recommended by the Bean Review. In addition to the National Statistician's advisory committees, there is a proposal to establish an Economic Advisory Council and a series of action groups to tackle cross-cutting areas of known user need.

24. To overcome the challenge and to achieve the aims and objectives described above, the focus of stakeholder engagement should be targeted on the issues which have the potential to make or break the reputation of the UK Statistics Authority, its regulatory office, GSS and ONS. To do this, requires the following actions;
 - i. Identification of priority issues.
 - ii. Identification of individuals with a stake in that issue and mapping of their interests and influence in policy making and scrutinising.
 - iii. Identification of the rooms we need to be in, the tables we need to be sitting at, the conferences we need to address, events we need to organise and networks we need to participate in.
 - iv. Identification of other channels for reaching stakeholders e.g. the media, social media and stakeholder media.
 - v. Identification of the key UK Statistics Authority (including its regulatory office) and GSS (including ONS) players – the people with the most appropriate knowledge and contacts - who can best engage and influence these individuals; taking into account the different interests of the UK Statistics Authority as regulator, monitor and assessor; and GSS as provider.
 - vi. Development of the capability of these players so they have the listening, communication, digital, political and presentation skills to engage effectively.
 - vii. Development and implementation of two contact programmes on this issue, one for the regulator and one for the providers, which seek to engage the identified individuals.
 - viii. Support for the contact programmes with a narrative, briefing and presentation materials.
 - ix. Monitoring of the contact programmes for quality and frequency of interaction and for 'movement' of stakeholder position.
25. The ONS Key Account system should be revamped and streamlined so that it:
 - i. Covers all significant stakeholder organisations.
 - ii. Focuses on building relationships with the senior policy makers and influencers in each organisation.
 - iii. Assists with opening doors and coordinated contact through one senior leader 'holding the ring' in the relationship.
 - iv. Replaces the annual assessment process with a monthly, calibrated self-assessment of the state of ONS relationship with the senior policy makers and influencers in each organisation.
26. A light-touch contact relationship management system should be introduced and managed to:
 - i. Maintain and manage an up to date list of stakeholders.
 - ii. Segment stakeholders by interest and influence.
 - iii. Track contact with stakeholders.
 - iv. Monitor what they are doing and their priorities.
 - v. Monitor what they say about the UK Statistics Authority, including its regulatory office, and GSS bodies, including the ONS.
 - vi. Bring together all user data (feedback from meetings and conversations, Freedom of Information requests, complaints, parliamentary questions and parliamentary debates, ad-hoc requests, media and social media comment, consultation responses and user research and testing)
 - vii. Report on contact quality and frequency.
27. The Customer Satisfaction Survey should be re-launched as an annual Business Planning Survey timed to feed information into the business planning process. It should

include questions about satisfaction with elements of the statistics systems as well as stakeholder business needs and issues. It should be structured so that information can be gathered by audience segment, sector and issue.

28. The UK Statistics Authority, including its regulatory office, and GSS, including the ONS, should be developed as listening organisations in which feedback mechanisms are built into all elements of contact with stakeholders:
 - i. By request at meetings.
 - ii. In feedback surveys following events.
 - iii. By comment in response to releases, publications and other website content.
 - iv. Via social media and other digital channels and networks.
29. Other, deeper and more qualitative forms of understanding stakeholder views, such as commissioning independent researchers to carry out in-depth interviews should be considered.
30. There should be a monthly report, to inform and sit alongside Key Account monthly assessments (see 20 (iv) above), which identify themes and sentiment raised in all feedback (see 21 above)).
31. The Stakeholder Engagement Team in the ONS Communications Division should be recast as the User Intelligence and Engagement Team. Its focus will be to work with UK Statistics Authority communications and public affairs staff and stakeholder communications and public affairs staff to manage the delivery of this strategy.

Evaluation

32. It is difficult to gauge the views of the most senior policy makers and influencers and this will be a challenge to evaluating the effectiveness of this strategy.
33. The framework in Appendix A2 will be used to evaluate delivery of this strategy. The focus will be on assessing the impact of UK Statistics Authority and GSS work on policy making and on the satisfaction of stakeholders with UK Statistics Authority, GSS and ONS work.

List of Annexes

Annex A1	Audiences
Annex A2	Evaluation

Appendix A1 Audiences

This sets out the journey we want our audiences to take as a result of our communication activity:

Audience	Think	Feel	Do	How
Policy makers	<ul style="list-style-type: none"> GSS/ONS has the expertise and knowledge to help address policy challenges. Authority has the expertise and knowledge to ensure statistics are of the best possible standard. 	<ul style="list-style-type: none"> Authority and the GSS/ONS are helpful, innovative, professional, capable and efficient. 	<ul style="list-style-type: none"> Engage GSS/ONS early in policy making. Act on the information provided. Engage the Authority on issues of quality and regulation. Advocate for and recommend GSS/ONS. 	<ul style="list-style-type: none"> Contact on the issues that matter by the appropriate person at the appropriate time and at the appropriate meetings and events.
Policy influencers	<ul style="list-style-type: none"> GSS/ONS has the expertise and knowledge to help address policy challenges. Authority has the expertise and knowledge to ensure statistics are of the best possible standard. 	<ul style="list-style-type: none"> Authority and the GSS/ONS are helpful, innovative, professional, capable and efficient. 	<ul style="list-style-type: none"> Engage GSS/ONS early in policy debate. Act on the information provided. Engage the Authority on issues of quality and regulation. Advocate for and recommend GSS/ONS. 	<ul style="list-style-type: none"> Contact on the issues that matter by the appropriate person at the appropriate time and at the appropriate meetings and events.
Scrutinisers	<ul style="list-style-type: none"> GSS/ONS has the expertise and knowledge to help address statistical and policy challenges. Authority has the expertise and knowledge to ensure 	<ul style="list-style-type: none"> Authority and the GSS/ONS are helpful, innovative, professional, capable and efficient. 	<ul style="list-style-type: none"> Engage GSS/ONS early in debate about the provision of statistics. Engage the Authority on issues of quality and regulation. Advocate for and 	<ul style="list-style-type: none"> Contact on the issues that matter by the appropriate person at the appropriate time and at the appropriate meetings and events.

	statistics are of the best possible standard.		recommend GSS/ONS.	
Partners	<ul style="list-style-type: none"> • GSS/ONS has the expertise and knowledge to help address policy challenges. • Authority has the expertise and knowledge to ensure statistics are of the best possible standard. 	<ul style="list-style-type: none"> • Authority and the GSS/ONS are helpful, innovative, professional, capable and efficient. 	<ul style="list-style-type: none"> • Respond to surveys and requests for data. 	<ul style="list-style-type: none"> • Contact on the issues that matter by the appropriate person at the appropriate time and at the appropriate meetings and events.

Appendix A2 Evaluation

This is the framework for evaluating implementation of this strategy:

Inputs	Outputs	Outtakes	Outcomes	Organisational Impact
<ul style="list-style-type: none"> • Development of a plan • Development of a corporate narrative • Issue prioritisation • Stakeholder mapping • Organisation of meetings, events and other channels • Identification and development of stakeholder players • Development of contact programmes • Development of contact materials 	<ul style="list-style-type: none"> • Target audience reach (at meetings, events, conferences and via other channels) 	<ul style="list-style-type: none"> • Awareness levels of the Authority, its regulatory office, GSS and ONS • Sentiment and tone of communication • Purpose recognition • Audience engagement • Responses/feedback 	<ul style="list-style-type: none"> • Improve stakeholder satisfaction levels. • Improve the reputation rating of the Authority, its regulatory office, ONS and GSS statisticians. • Increase the number of recommendations and endorsements of Authority, its regulatory office, GSS and ONS work. 	<ul style="list-style-type: none"> • Informed decision making • Supported democratic debate • Improved communication

UK STATISTICS AUTHORITY

SA(16)17

Data Collection Transformation Programme

Purpose

1. In line with the 2015 Spending Review settlement, we are in the process of initiating a Data Collection Transformation Programme (DCTP).

Recommendations

2. Members of the Board are invited to note and comment on the emerging plans.

Background

3. The current Office for National Statistics (ONS) data collection operation is run by 1,800 staff at a cost of £45 million per annum. It delivers 80 business surveys, 10 social surveys, the Inter-Departmental Business Register, and a limited set of unit-record administrative datasets from Departments such as HM Revenue and Customs (HMRC), the Department of Work and Pensions (DWP) and the Department for Education (DfE). These provide the data for all economic and social statistics. Surveys are conducted on paper or by personal interview; and outputs are typically produced on a source by source basis, limiting the value we gain from our data holdings and causing duplication and inconsistency in our outputs.
4. In the 2015 Spending Review ONS successfully made the case to invest £27 million over four years in a Data Collection Transformation Programme (DCTP), including £6.1 million in 2016/17. DCTP will subsume existing ONS work on administrative data collection and Electronic Data Collection and will have five key strands of activity:
 - i. online survey data collection;
 - ii. survey and administrative data integration;
 - iii. IT system integration;
 - iv. survey rationalisation; and
 - v. field force modernisation.
5. Strands i, ii and iii will deliver key parts of the Better Statistics, Better Decisions Strategy. Strand iv is essential to the delivery of strands i and ii, and will give us the opportunity to reduce significantly our current suite of surveys. Strand v is necessary to bring our field operation into the modern age, and to give us flexibility as we redesign our surveys.
6. Integrating public and private sector data with survey data will enable a step change in the accuracy, timeliness, flexibility and geographic detail of our statistical outputs. For example, using VAT, Corporation Tax and pay as you earn (PAYE) returns to HMRC, and retail sales data from the private sector, statistics such as gross domestic product (GDP), inflation, retail sales, earnings and employment will be produced from data about all businesses and people in the country rather than our existing survey samples that are small in comparison. The added end-user benefits are difficult to quantify at this point given the uncertainties about access to, and the quality of, administrative data but they will clearly be significant given the importance of these statistics to economic, monetary and fiscal policy.
7. Cash savings over the spending review period as a result of DCTP and other efficiencies are expected to be at least 20 per cent per annum on our operations by the end of the SR period continuing to rise annually thereafter to over 30 per cent. Again, precise values are difficult to estimate given the uncertainties surrounding the administrative data, but even without administrative data, moving our surveys from paper and personal interviews to online self completion, increasing automatic response

chasing and data validation, and rationalising surveys will clearly give significant savings.

Discussion

Scope

8. Data collection transformation will encompass all data collection activity, including address and business register management, using a suite of shared services that can be utilised across ONS. We intend to share systems and services with the Census Transformation Programme (CTP) to the maximum extent possible, and potentially across government.
9. DCTP will focus on business change activities only - processes, methods, survey designs and people capability. All digital service development will be conducted by the ONS's Digital Technology and Methodology (DTM) Directorate, supported where necessary by external contracts – such as for Census field case management.
10. As well as online survey data collection, we have started to explore the potential for data feeds to come directly from companies' accounting systems for example – this may well be the best solution for high volume commercial data collection and is likely to feature more strongly in programme plans as we explore options.
11. As our systems and processes mature, there is significant potential for re-use by other parts of government or elsewhere. For example, our online survey data collection tools are being designed in such a way that they could be re-used relatively straightforwardly. Further, data integration will be of increasing interest to other Departments who will wish to add value by integrating other data sources. We need further discussions with HMRC and DWP in particular about how cross-departmental data integration should be managed to avoid duplication and ensure strong data governance.

Approach

12. The approach we are taking is highly adaptive. We are setting a clear vision of where we want to go and a high level 'roadmap' and are then using the wealth of expertise of our staff in their own data collection operations to define and deliver the detailed change journey. Our top 50 data collection managers are at the heart of this process.
13. Ultimately, our vision is that administrative data will be used as the starting point of our data collection operation, with surveys used where necessary to enable modelling of statistical outputs and to fill the gaps in statistical topics.
14. Online collection gives the opportunity to modularise our surveys, with different respondents receiving different modules within a single questionnaire. This will reduce costs and respondent burden and provide flexibility as user needs change and new datasets become available.
15. Our 80 business surveys could potentially be reduced to three core surveys (annual, quarterly and monthly) with varying modules and small number of stand-alone surveys. Similarly our social surveys could be rationalised to a core Labour Force Survey (LFS) plus modules. This is illustrated in **Annex A** – although subject to extensive further research.
16. **Annex B** provides the high-level roadmap for the next five years. This will change as we progress and learn - for example we may find that some new data sources are not of sufficient quality for National Statistics purposes and will need to adapt our survey redesign plans and timetables accordingly.
17. We anticipate that full transformation will run well beyond the spending review period (perhaps seven to ten years in total), particularly when considering the potential

changes beyond the 2021 Census. Optimism bias adjustments within our SR bid allow for the uncertainties ahead.

18. Notwithstanding those uncertainties, the programme is already well underway and momentum is building. Examples include the following.
 - i. The first business survey is due to go live online on 26 April (the Monthly Commodities Inquiry) and we will rollout a further five this year.
 - ii. Where data files are passed directly to ONS for business surveys, we have already moved three business surveys onto our new secure electronic file transfer service. We will end the existing external contract by December.
 - iii. We will be reducing the sample of the Monthly Business Survey by 10 per cent from this summer, replacing it with turnover data from the HMRC's VAT returns.
 - iv. At Bristol Airport we have started our pilot of tablets to replace paper collection on the International Passenger Survey. The pilot went well with very positive feedback from interviewers. We will shortly extend this to the tougher environments of Heathrow and the Channel tunnel. We anticipate being live at all ports by December.
 - v. We have recently received six years' PAYE and benefits research data from HMRC and DWP (300 million records) and are now linking them to Census and LFS data to pilot development of small area income statistics.
 - vi. We have started rollout of high-speed broadband to our field staff.
 - vii. We have just held the first 'showcase' of our development of a new cross-government register management service, which is working with both address and business register data (albeit at a very early stage).

Relationships and dependencies

19. We have a critical dependency on our colleagues in Digital Technology and Methodology (DTM) who are developing new digital platforms to support our operations. We are working hand-in glove with them to set priorities and iteratively develop solutions – as evidenced by the outcomes above.
20. More widely, it is critical that work with the Census Transformation Programme and Economic Statistics Transformation Programme (ESTP) is also closely aligned, enabling maximum benefit from the Census investment and ensuring that we meet the priority needs of ESTP. The most challenging dependencies are between CTP, DCTP and DTM. The respective Directors are meeting weekly to agree priorities and keep plans aligned.

Governance, reporting and decision making

21. The DCTP programme board will meet every six weeks during programme initiation, then 'as required' once more stable, but a minimum of three times per year. The programme board reports to the ONS Portfolio Committee and, once initiated, will report 'by exception' – i.e. if cost, benefits or timetable are at risk. It is supported by a delivery board that meets fortnightly and a strong programme management office. A data collection steering group, chaired by Glen Watson, will oversee both the Census and Data Collection Transformation Programmes, ensuring dependencies are well managed and that Census resources benefit the rest of ONS to the maximum extent possible.
22. Decision making has been delegated to working level as far as possible to enable innovation and pace, and ensure that we get the best of our staff's operational experience. We have defined clear escalation routes and delivery/monitoring through agile processes – value tracking; daily 'stand-ups' and regular 'show and tells' – all of which enable daily reporting and decision making within the wider planning framework.
23. The programme business case is well advanced and will be signed off by the Portfolio Committee in early May, followed shortly after by an Infrastructure and Projects

Authority (IPA) programme assurance review. Nonetheless, programme delivery is well underway and not awaiting the outcome of these processes.

Issues and Risks

24. This is an ambitious programme that will bring about a step change in the way we collect and process data, with wider reaching implications for our statistical outputs. There are a number of challenges, including:
 - i. gaining access to the required administrative and commercial data;
 - ii. understanding and managing public attitudes to data access and linkage;
 - iii. managing the risk of discontinuity, bias or error in statistical outputs;
 - iv. getting the required capacity and capability for changing;
 - v. changing the culture towards innovative, confident and empowered delivery;
 - vi. coordinating change across 1800 staff and nearly 100 surveys; and
 - vii. coordinating and prioritising digital platform delivery across DCTP, CTP and DTM.
25. These are being well managed and will be a key focus of the IPA review.
26. Gaining access to the required data is of fundamental importance - without new data access legislation benefits will be delayed and significantly reduced. Methodological capability is another significant challenge and we will seek extensive external support
27. Culture change has the potential to be a huge barrier if not well managed. To quote Peter Drucker "culture eats strategy for breakfast". I am therefore putting immense effort into communication to build and maintain momentum, showcasing success to 'build belief' against a backdrop of some previous failures.

Conclusion

28. In summary, we have made significant progress in setting a vision for Data Collection and initiating a Data Collection Transformation Programme and momentum is building.
29. I would welcome feedback and advice from the Board about the emerging scope and approach.

Peter Benton, Director Data Collection, ONS, 20 April 2016

List of Annexes

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| Annex A | Potential future structure of our business and social surveys |
| Annex B | High level programme roadmap |

Annex A Potential future structure of our business and social data collection

Figure A1: Target flow for business data collection

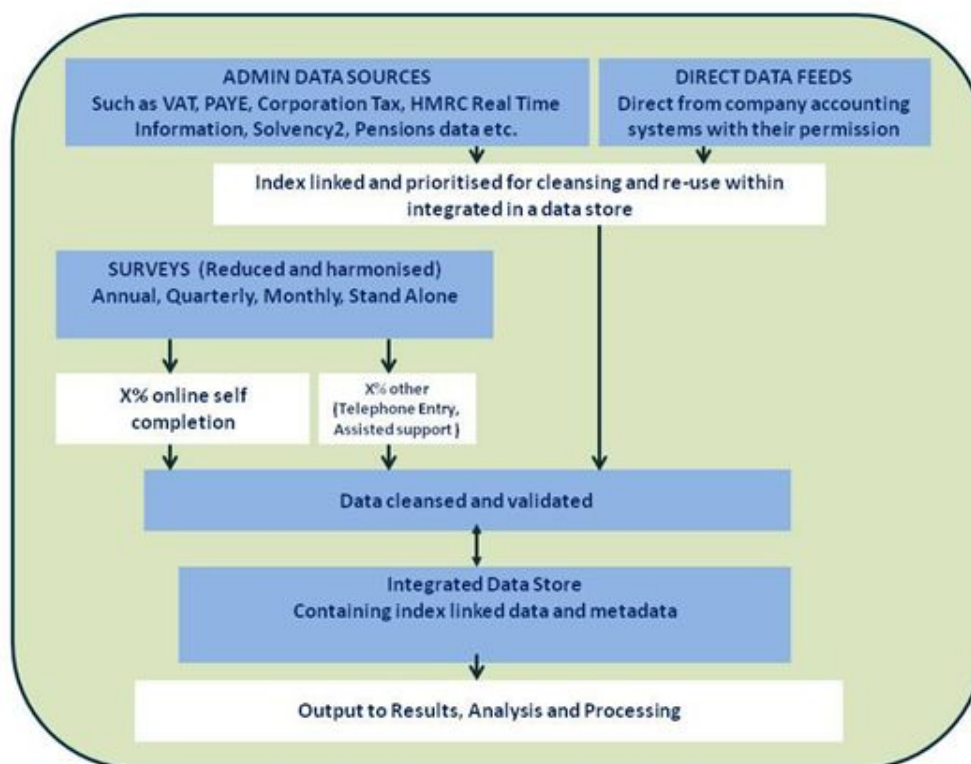
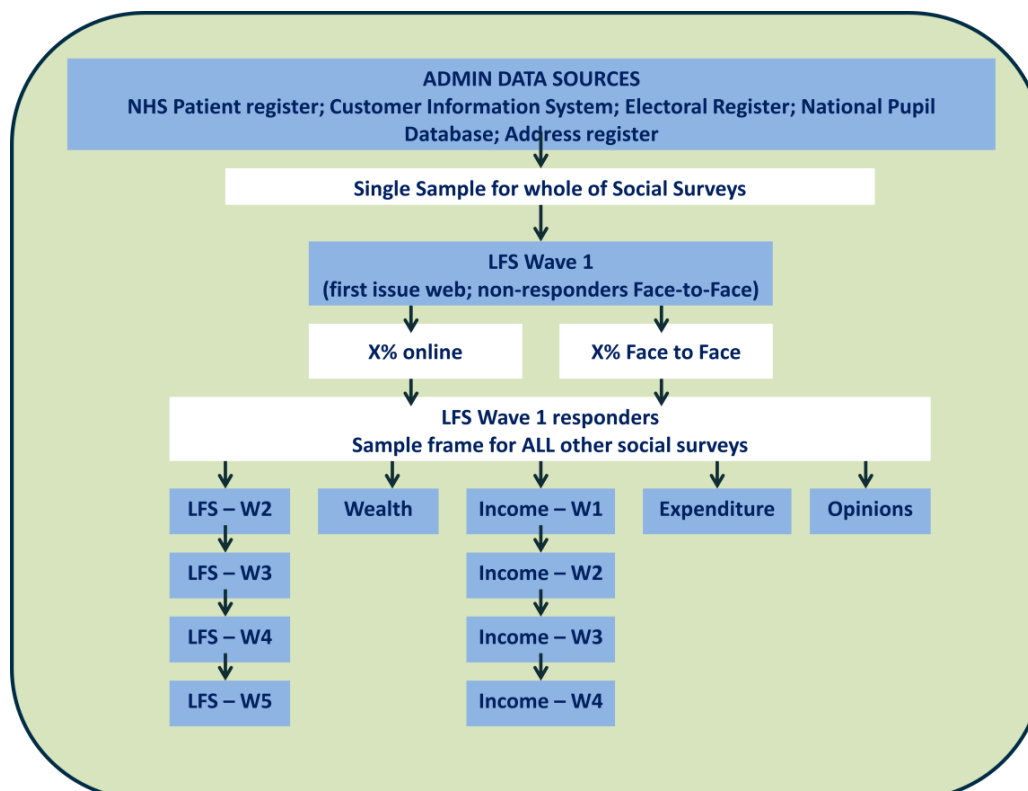



Figure A2: Target flow for social data collection



Annex B High level programme roadmap

Area	2016/17				2017/18	2018/19	2019/20	2020/21	2021/22
	Qtr 1	Qtr 2	Qtr 3	Qtr 4					
Business Data Division	First Business Survey Online (Monthly Commodities Inquiry)	Admin Data used to reduce Monthly Business Survey sample by 10% (pilot)	Daisy (Secure Electronic File Transfer) contract Stopped	First 6 business Surveys on-line	Commence Migration of surveys to a modernised processing platform	First modular survey	Last business survey online		Complete migration of surveys to a modernised processing platform
					Admin Data used to further reduce MBS sample		Annual Business Survey reduced using Corporation Tax data		Data driven (bespoke) surveys
					Pilot of PAYE data for Annual Survey of Hours and Earnings				
					Shared Assisted Digital 'phone support				
Social Surveys	Roll out of high speed connectivity to field force commences		International Passenger Survey tablet Alpha complete	EU Survey of Income and Living Conditions Wave 1 survey go live (phase 1 of integrated financial survey project)	Labour Force Survey online tests	Parallel run new LFS questionnaire	Labour Force Survey Waves 2-5 online	Integration of Wealth and Assets Survey wave 7	Financial component(s) of new integrated survey
			Roll out of high speed connectivity to field force complete		Opinion Survey online collection	Living Costs and Food Survey /Survey of Living Conditions sample & qnre integrated	Implement new integrated design LFS & Opinions Survey		
			Field Work Management Tool Discovery ends			Admin data replaces some survey financial variables			
			Interviewer bank established		New recruitment contract begins		Fully integrated interviewer role (Face to face & telephone)		
					Initial implementation of new fieldwork mgmt service	Multi-mode contact centre operational	New strategic operational field model live		
Admin Data		Financial Conduct Authority data available	Legal gateway for corporation tax established	Stocktake Data Access Legislation progress  Iterative pilots with new sources					
			Legal gateway for Income (self assessment) data established						
		Data storage environments 'Discovery' commences	Interim Admin data storage available						
			Commence Alpha build of Admin data processing systems						
Register	Business index Alpha phase commences			Business Index Beta phase completed	IDBR system replaced				
					New BIS business population data source				