

UK STATISTICS AUTHORITY

Minutes

**Friday 20 May 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 (until item 8)
Mr John Pullinger

Also in attendance

Mr Robert Bumpstead
Mr Ian Cope (for item 11)
Mr Joe Cuddeford
Mr Chris Lines (for item 10)
Ms Heather Savory
Mr Glen Watson (from item 7)

Apologies

None

1. Apologies

There were no apologies received.

2. Declarations of interest

There were no new declarations of interest.

3. Report on the non executive session

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 appointment of the next Chair of the Authority and of new non-executive directors to the Board;
- ii. recent use of official statistics on UK contributions to the EU and the Authority's intervention in this debate; and
- iii. the scale of change that would be taking place in ONS this year. The non-executives had considered that this would be a challenging time for staff. Non-executives were keen to help in whatever ways they could. It was suggested that some professional skills in change management might need to come into the organisation for a temporary period.

4. Minutes and matters arising from previous meetings

- 4.1 The minutes of the previous meeting held on 29 April 2016 were agreed.
- 4.2 Mr Athow provided an update on the recruitment of economists. 20 economists were being recruited in Newport and it was expected that a further eight would be recruited in London. It was noted that there was currently room to expand in the Drummond Gate site but also that physical space should not be a constraint on ambition.
- 4.3 The meeting considered options for high level stakeholder engagement for economic statistics. It was agreed that a working party should be convened. Seminars and workshops should also be developed.

5. Report from the Authority Chair

The Chair reported on his recent activities which included interviews for new non-executive directors and a presentation to the House of Commons Library.

6. Reports from Committee Chairs

Audit and Risk Assurance Committee

- 6.1 Dame Colette reported on the meeting of the Audit and Risk Assurance Committee held on 12 May. The meeting had considered the work of the Internal Audit team, which was commended to the Board. Mr Ian Cope had attended to discuss Census risk. The meeting had been held in Titchfield and members of the committee had visited parts of the site.

Remuneration Committee

- 6.2 Sir Andrew reported on the meeting of the Remuneration Committee held on 20 May. The meeting had considered a summary of the validation process for the appraisals of the Senior Civil Service (SCS) and proposals for the awarding of SCS performance bonuses for 2015/16. The Committee had endorsed the outcomes of the validation process and proposals considered at the previous meeting for base pay increases for the SCS.

- 6.3 Sir Andrew also raised the issue of talent management within the organisation. It was important that talent was identified at all levels and managed actively. This was something in which the Authority Board could take a more active role.

7. Report from the Chief Executive [SA(16)18]

- 7.1 Mr Pullinger provided an overview of activity and issues for May.
- 7.2 The meeting discussed delays to using VAT data to replace data collection from the monthly business survey. There was very promising evidence that VAT data would be able to replace the survey data, but it had been necessary to delay full implementation in order to ensure that the IT solution was the right one. The Board was disappointed at the delay, but agreed it was the right decision to ensure the solution allowed for wider transformational benefit.
- 7.3 The Board asked for further information about the establishment of a Data Campus. Ms Savory reported that three phases were planned. The first would establish a function within the current library area in Newport. The second would comprise an extension to the data block. The third would include building facilities to house a larger campus and sponsorship was being sought for this.

8. Report from the Director General for Regulation [SA(16)19]

- 8.1 Mr Humpherson provided an overview of activity and issues for May.
- 8.2 The meeting discussed recent use of official statistics on UK contributions to the EU and the Authority's intervention in this debate. It was agreed that the use official statistics had been misleading and it was disappointing that such use persisted.
- 8.3 Mr Humpherson provided an update on development of an enhanced regulatory function, in line with the recommendations of the Bean review. Other developments, such as the widespread use and availability of data, were also feeding in to thinking about the new regulatory model. A preliminary paper would be provided to the June meeting and a further discussion would be scheduled for July.
- 8.4 The Board considered the ongoing work to take stock of the Code of Practice for Official Statistics. It was agreed that a discussion about the emerging findings from this work take place at the June Board meeting.

9. Draft Annual Report and Accounts [SA(16)20]

- 9.1 The Board provided comments on an early draft of the Annual Report and Accounts for 2015/16. A revised draft would be circulated to the Board via correspondence in June.

10. Branding [SA(16)21]

- 10.1 Mr Lines introduced a paper which discussed branding strategy for the UK Statistics Authority, ONS and the Government Statistical Service (GSS). The following comments were made in the discussion.
- i. There was a pressing need to develop a new, distinct brand for the regulatory function.
 - ii. The ONS brand was particularly important in terms of public awareness. Other brands should also be strong but usually with more specific audiences.
 - iii. It was reported that the GSS brand resonated strongly with members of the GSS, and had a strong profile among the government analytical professions.
 - iv. Three core functions could be distinguished: production, regulation, and oversight of the statistical system as a whole. This could be conceived as three brands.

- v. There were also a set of questions about brands for products, such as official statistics and National Statistics.
- 10.2 The Board thanked Mr Lines for his paper. A further stage would be to get insights from others including staff and the public. The Board would consider branding again in July once Mr Lines had carried out further research.
- 10.3 It was agreed that the Board should dedicate time at future meetings to consider the GSS and the Board's system-wide responsibilities.
- 11. Census update [SA(16)22]**
 - 11.1 Mr Cope provided an update on the Census Transformation Programme (CTP). The meeting heard that the Administrative Data Census Annual Assessment had been published with an Amber rating.
 - 11.2 The meeting discussed the ONS response to the consultation on topics for inclusion in the 2021 Census. Further work would be conducted into whether it would be possible to include questions about sexual identity and gender identity in the Census.
- 12. The ADRN and developments in data access**
 - 12.1 Professor Hand led a discussion on the ADRN and developments in data access.
 - 12.2 The meeting heard that Professor Hand and the Deputy Chair of the ADRN Board, Ms Sharon Witherspoon, would be meeting with the Data Leaders Network in June to raise awareness of the ADRN and discuss the difficulties that the ADRN had experienced in getting access to some datasets from UK government departments.
 - 12.3 The Board considered the recent development of data labs within government departments. It was welcome that these were making data available to researchers, however there was a risk of a piecemeal, duplicative approach, which did not take a system wide view or make it easy to link data between departments.
 - 12.4 The ADRN midterm review would shortly be underway and the Board would consider this review later in the year.
- 13. UK Perspectives**
 - 13.1 Mr Watson provided a progress update on the development of articles bringing together statistics relevant to the EU Referendum debate, published as UK Perspectives releases on the ONS.Visual site. The articles would not contain any data that was not already in the public domain.
 - 13.2 The Board stressed the importance of quality assurance, to ensure that the numbers, as well as the wording of commentary, were consistent with other publications due for release in the coming weeks.
- 14. Forward agenda [SA(16)23]**
 - 14.1 Mr Bumpstead introduced a forward agenda for the Authority Board. The forward agenda was intended to be balanced between four areas: corporate reporting, transformation, strategy, and stakeholder engagement.
 - 14.2 Subject to some suggested amendments, the forward agenda was agreed.
 - 14.3 The Board considered a list of proposed stakeholder events and attendees. It was agreed that the secretariat would contact Board members three months prior to the proposed event, to canvas suggestions for attendees. While the events should have an area of focus they should aim to have a mix of different kinds of stakeholders.

15. Any other business

There was no other business. The Authority Board would meet next on Tuesday 28 June 2016 at 10:30 in Titchfield.

UK STATISTICS AUTHORITY

Agenda

Friday 20 May 2016

Boardroom, Drummond Gate, 10:30 – 16:00

Chair: Sir Andrew Dilnot

Apologies: None

10:30 to 11:00 – Non-executive session

1	Minutes and matters arising from previous meetings • Declarations of interest	Meeting of 29-04-16
2	Report from the Authority Chair	Sir Andrew Dilnot
3	Reports from Committee Chairs i. Audit and Risk Assurance Committee ii. Remuneration Committee	Dame Colette Bowe Sir Andrew Dilnot
4	Report from the Chief Executive	SA(16)18 Mr John Pullinger
5	Report from the Director General for Regulation	SA(16)19 Mr Ed Humpherson
6	Draft Annual Report and Accounts	SA(16)20 Mr Paul Layland

13:00 – 13:30 Lunch

7	Branding	SA(16)21 Mr Chris Lines
8	Census update	SA(16)22 Mr Ian Cope
9	The ADRN and developments in data access	Discussion Professor David Hand
10	UK Perspectives – Progress update	Oral update Glen Watson
11	Forward agenda	SA(16)23 Secretariat
12	Any other business	

Next meeting: Tuesday 28 June, 10:30 to 16:00, Titchfield

UK STATISTICS AUTHORITY

SA(16)18

Chief Executive's Report, May 2016

Purpose

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

Summary

2. As anticipated in last month's report, recent weeks have been dominated by the need to navigate the challenges of releasing statistics during periods running up to elections across the UK and, in particular, the unique circumstances of the lead in to the EU referendum on 23 June. We have a further month of challenge ahead.
3. I have been impressed by the professionalism of colleagues from across the Government Statistical Service (GSS). It has been especially pleasing to see colleagues working so well together across organisational boundaries under intense pressure on several issues. Most notably on EU immigration statistics where we have had to develop innovative methods to provide answers to important public policy concerns. Trade and balance of payments statistics have also been hot topics.

Review of recent activities

4. We have moved decisively into the delivery phase for our strategy as we are now able to mobilise the funds made available to us in the Spending Review for transformation. Each month from now on we can expect substantive results that can be used to demonstrate to those inside and outside the system that transformation is real. A critical element this month has been the power of the GSS working together to realise our ambitions in the priority areas of economic statistics, support for public policy and data capability.
5. Important developments in recent weeks include the below.
 - i. An event hosted by the Royal Economic Society and Royal Statistical Society to consider Professor Sir Charles Bean's review of economic statistics, to launch our economic statistics and analysis strategy and to enrol supporters. This is linked to the creation of our Economic Statistics Centre of Excellence which is now entering the development phase.
 - ii. Good progress on the measurement of public sector productivity. GSS colleagues are working closely with Government Economic Service (GES) colleagues on the Public Sector Efficiency Group. Glen Watson is sitting on cross government panels to review 'value maps' produced by each government department.
 - iii. The UK has led work across the EU on the measurement of output in the services sectors. On 12-13 May in Newport we hosted a training event attended by 20 countries. This was well appreciated by those attending and by Eurostat.
 - iv. We are making good progress with our joint project with the Bank of England on the flow of funds. Our relationship is helping enable access to various datasets for the project. Based on our success so far we are now planning another joint project on debt securities data.
 - v. We released a new style of statistical bulletin for marriage statistics based on the outcome of our recent consultation on statistical products. For the first time this release includes the ability to explore the data.
 - vi. Statisticians in the Welsh Government and ONS hosted a European conference on Labour Force Survey methodology with over 60 attendees. This was a useful

opportunity for us to share experiences of common challenges facing this critical survey.

- vii. David Johnson has started as start up project manager for the Data Science Campus. David is developing the business plan and is focused on making rapid progress to show fast tangible results.
- viii. Our review of methodology led by Andy Garrett, Royal Statistical Society (RSS) Data Science Ambassador, has started.
- ix. Our internal Data Programme, linked to the Government Data Programme, is now engaging the whole GSS as well as Office for National Statistics (ONS). Heather Savory hosted an event attended by 50 colleagues from a wide range of departments to build support for the way forward.
- x. Heather Savory chaired the 'Chief Data Officer Forum, Europe' conference in central London drawing an international audience. She delivered the key note address, 'Pioneering Data-Centric Transformation for the ONS', where she presented an inspiring vision for the future of the ONS.
- xi. The GSS Presentation and Dissemination Symposium in London is set to draw 150 attendees and contributions from Will Moy, David Spiegelhalter and David Willetts, and promises to be an inspiring opportunity to showcase innovation and share success.
- xii. ONS has been shortlisted for the Business in the Community Responsible Business Awards in Wales in the category of Environmental Leadership.
- xiii. The GSS task force on management information has concluded with new guidance on how to make greater use of management information for public policy even when it feeds into official statistics. This has been warmly welcomed by departments and will now be promoted.
- xiv. Over 200 people in ONS have been involved in workshops to look at how we can use behavioural science across our business to help with survey response rates, recruitment and other internal operations. We will develop a plan for taking this forward.

Future look

- 6. In the next few weeks we will continue to be focused on delivery of statistics in the run up to the EU referendum. Transformation work will continue to gather pace and the Data Science Campus and Economic Statistics Centre of Excellence will become much more of a reality. We will also be finalising the ONS annual report and accounts and are confident that this will be a much less drawn out process than last year.

John Pullinger, 13 May 2016

UK STATISTICS AUTHORITY

SA(16)19

Report from the Director General for Regulation

Purpose

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

Recommendation

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

Discussion

3. Our regulatory activities since the last board meeting have been as follows.

Independent regulatory office

4. **Process:** I have launched a programme to re-examine the key elements of our work in the four areas I highlighted for the Board in April:
 - i. Assessment: how to ensure assessments highlight quality and value as well as the trustworthiness of statistics;
 - ii. clearer identity: how to create an identity that is clearly separate from the production of statistics, and how to communicate this identity;
 - iii. methodology: how far to develop the capacity to undertake deep dive into methodology; and
 - iv. 'evaluation': how to develop an approach to systemic reviews of whether statistics are meeting society's needs, along the lines of the current work on health and care statistics.
5. We now have four clear work streams, with a coordinating project manager, underpinned by a separate group considering the best organisational model to deliver this change, including a changed organisational structure.
6. **Purpose:** The work on organisational model has focussed initially on restating organisational purpose, which supports everything else. While we will iterate this over the coming weeks, the key elements of purpose restate the current role of enhancing the trustworthiness, quality and value of official statistics; but we will bring out a greater sense of championing the public value of statistics, and a greater focus on data that are not currently classified as official statistics.
7. **Timelines:** we are working quickly and will present a blueprint for the new organisation at the July meeting, including proposals for structural change and new senior roles, in July. We will then flesh out this vision ready for an autumn launch together with any necessary recruitment.
8. **Support:** I have engaged a wide range of external inputs. I have secured a coach in change management to act as mentor over the summer; obtained informal advice on identity and communications from the external relations director of the Banking Standards Board; arranged meetings with a range of other organisations to discuss changing models of regulation, including Ofcom, the Care Quality Commission (CQC) and the London School of Economics(LSE) Regulators Group; accepted invitations to discuss regulatory governance from the Eurostat; Statistics New Zealand and the Australian Bureau of Statistics; and arranged a day's visit to discuss institution-building with the Cambridge Centre for Science and Policy.

9. **Further external input:** I would like to propose to the Board that I engage external support to help define our identity, stakeholder approach and communications. This is the heart of the Bean proposal, and the one where I feel most stretched; it is also a precursor to recruiting a more permanent external relations director.

Ongoing work

10. Casework: we have handled a number of EU referendum items of casework, including related to the claim that the UK would have £350 million a week to spend on other priorities should the country leave the EU.
11. Code stocktake: we held a whole day event within the team followed by the David Levy-chaired external steering group. The stocktake is likely to conclude at the same time as we launch the new independent office, and propose a refreshed presentation of the Code with a greater focus on the value of statistics. It therefore works very well with the broader change initiative.
12. Health statistics: we continue our drive to bring greater coherence to health and care statistics. Producers such as Public Health England and Health and Social Care Information Centre (HSCIC) are beginning to develop their proposals for change, with the support of Glen Watson's team at Office for National Statistics. Our Better Statistics, Better Decisions event takes place on 8 July.

Challenges

13. The main challenges include:
- i. developing the blueprint for the independent regulatory office over the summer, including obtaining external support on key aspects; and
 - ii. responding to the fast moving dynamics of the referendum debate.

Ed Humpherson, Director General for Regulation, 16 May 2016

SA(16)20 – Draft Annual Report and Accounts

UK STATISTICS AUTHORITY

SA(16)20

Annual Report and Accounts

This document will be published on the UK Statistics Authority website in due course.

The document will be available at:

<https://www.statisticsauthority.gov.uk/publications-list/?keyword=&type=annual-report-accounts>

UK STATISTICS AUTHORITY

SA(16)21

4

Branding Strategy**Purpose**

1. This paper discusses branding strategy for the UK Statistics Authority, Office for National Statistics (ONS) and the Government Statistical Service (GSS).

Recommendations

2. Members of the Board are invited to:
 - i. note the paper on Branding Strategy at **Annex A**; and
 - ii. comment on the paper to help steer future action.

Background

3. The Authority Board meeting on 29 January 2016 agreed an action for the 'Communications Team, regulation team and others to consider issues of branding.'

Discussion

4. The paper at Annex A identifies a number of challenges facing the Authority, ONS and GSS, of which branding is an inherent part. These include the following:
 - i. Understanding of the statistics system and roles within it.
 - ii. Understanding of governance.
 - iii. Profile and independent role of regulation.
 - iv. Independence of statistical provision.
 - v. Transformation of statistics.
 - vi. Changes in public perception of data.
 - vii. Understanding of National and Official Statistics.
 - viii. Falling survey response rates.
 - ix. Crowded and confused landscape.
 - x. Visual inconsistency and tired image.
5. The ONS brand needs to work for all audiences; the Authority and regulation brand(s) are primarily of interest to stakeholders and staff; while the GSS brand is primarily of interest to staff.
6. Future branding strategy could be scoped to cover:
 - i. the name and brand of the regulation function;
 - ii. the branding, but not naming, of the Authority, ONS and GSS and the naming of the regulation function; and
 - iii. the branding and naming of the Authority, its regulation function, ONS, GSS and associated sub brands.

Conclusion

7. The UK statistics system faces a wide range of communication challenges, many of which are rooted in a lack of clarity around branding. Some of these challenges are more pressing than others so they do not all have to be tackled at once. However, as a major transformation of the whole system is underway, there is a strong case for tackling all the issues to assist with, and reinforce, the wider transformation.

Chris Lines, Head of Communications, Communications Division, 13 May 2016

List of Annexes

Annex A Branding Strategy

Annex A Discussion paper***Branding Strategy*****Introduction**

1. This paper discusses branding strategy for the UK Statistics Authority, Office for National Statistics (ONS) and the Government Statistical Service (GSS).

Role of branding

2. A mature brand is part of an organisation's DNA. It is the cohesive thread that runs through its strategies, objectives and core purpose. A strong, developed brand should be omnipresent. An organisation's brand should represent its:
 - Personality – how it interacts with its stakeholders.
 - Identity – how others recognise it and the image it portrays.
 - Reputation – how it is perceived and described by others.
3. To stakeholders, a successful and distinguished brand heralds quality, elicits trust and, with that, comes loyalty.
4. An organisation's brand has to change as the organisation and its environment changes.
5. Branding has a core role to play in an organisation's corporate communications. If developed well, it reinforces what an organisation says and does. If not, it can undermine or confuse an organisation's reputation.

Challenges

6. Branding is an inherent part of a number of the challenges facing the Authority, ONS and GSS:

- Understanding of the statistics system and roles within it**

The *Better Statistics, Better Decisions* strategy has not been reinforced by a universally-applied and succinct narrative to define what each part of the statistical system does.

ONS staff appear to be unclear about the different roles of the Authority and ONS. For them, the language of a 'single organisation' does not ring true or sit well with their different names and with the separation of the regulation function. This misunderstanding is probably what lies behind the drop in People Survey scores when staff were asked about being a part of the Authority when in fact they feel part of the ONS.

The media also struggles to understand the different roles. The ONS has been reported as the 'stats watchdog' and the UK Statistics Authority has been reported as releasing statistics.

With the wider public, the ONS has a much higher profile and the Authority is less likely to be known or understood. The Public Confidence in Official Statistics (PCOS) 2014 Survey showed that 71 per cent of the public had at least 'heard of' the ONS, compared to 33 per cent for the Authority.

Despite its high media reach, recent research has shown that the ONS is infrequently providing anything more than numbers, meaning that there's likely to be a poor understanding of what we actually do and how our statistics correspond to daily life.

It can be assumed that the GSS brand has very little public recognition and is primarily recognised by statisticians, in Government and by some scrutinisers.

ii. Understanding of governance

It is not widely understood (and appreciated) by staff or stakeholders which body is governed by which and how decisions are made within the system. Examples of this are:

- Because the board has a different name to the executive office, it is not always clear how and when the Board makes decisions affecting the ONS.
- Because the National Statistics Executive Group covers the GSS it is more difficult to explain the different powers relating to the ONS compared with the wider network.

iii. Profile and independent role of regulation

The current profile of the regulation function is low with most stakeholders. Where it has a profile in the media and with policy makers and influencers it is usually represented as the Authority. However, because the Authority and ONS are not clearly differentiated, perceptions of the regulation function's independence are brought into question.

Professor Sir Charles Bean's *Review of Economic Statistics* called for a clearer and more distinct profile for the regulation function.

iv. Independence of statistical provision

The ONS lies within a non-ministerial department and its professional independence is prized by staff, stakeholders and the public. Members of the *Government Statistical Service* work to the same code but, because many are members of Government departments, perceptions of independence are easier to challenge. Furthermore, some GSS staff work in organisations which are not Government departments.

Conversely, there are advantages to being associated with Government. We may appear more accessible and helpful to them if we are. The GSS name can be aligned to other government professions e.g. the Government Economic Service (GES), the Government Digital Service (GDS), and the Government Communication Service (GCS).

v. Transformation of statistics

The data revolution is transforming the opportunities and challenges facing the statistical system. In line with the *Better Statistics, Better Decisions* strategy, ONS and the GSS are being re-positioned as sources of data knowledge and expertise rather than just producers of numbers. There is a greater focus on innovation and meeting the needs of stakeholders but these are currently reputational weaknesses.

vi. Changes in public perception of data

Changes in the data environment and strategy coincide with changes in public perceptions. Data is now 'cool' in a way that 'statistics' has not been. If the ONS and GSS are to attract the new types of staff we need, for example for the Data Science Campus, often competing with digital start ups in doing so, we need to attune our reputation.

There are also changing public perception challenges around security and privacy where a trusted reputation focussed on the public good is very important.

vii. Understanding of National and Official Statistics

Demarcations of quality are important but with them must come an understanding of the appropriate use of each type of statistic as many assume they are one and the same. It is not clear whether the National Statistics quality mark is widely understood. It is also possible that its use of ONS colours gives the impression of the ONS marking its own homework.

viii. Falling survey response rates

The lack of a strong brand is cited anecdotally as unhelpful to attempts to reverse falling survey response rates. A stronger brand would resonate and compel respondents to 'take part'.

ix. Crowded and confused landscape

In addition to the Authority, ONS and GSS, there are a number of other associated brands and sub brands which may lead to audience confusion:

- Census
- Visual.ONS
- ONS.Digital
- Neighbourhood Statistics
- Data Explorer
- NOMIS

Some of the publications, forums, surveys and programmes run by the ONS are also separately branded or devoid of ONS branding.

The Digital Publishing Division is working towards rationalising the ONS web estate.

Despite the number of brands in use, there is not a platform available where innovation, debate and experimentation can be tried safely without risking trust in standard products. The Bank of England's *Bank Underground* blog is analogous here.

x. Visual inconsistency and tired image

A number of our publishing platforms have their own distinct presentation, both visually and in terms of usability. Our brand guidelines are old and were not developed with some of these platforms in mind.

The Authority, ONS and GSS visual identities have not been refreshed for some years and, in the eyes of some, the current logo and colour scheme are tired and old fashioned. They are used intermittently and inconsistently across all of the above.

Audience views

7. The above challenges are important to all audiences to varying degrees:

i. Policy makers, influencers, scrutinisers and partners

An understanding of the system as a whole together with its accountabilities, governance and roles are the key issues for stakeholders who work with us or who need to work with us.

For these stakeholders, we need to be confident that the oversight, regulation and provider functions are individually well understood because they are being used on a day to day basis. Therefore, the Authority and ONS brands and consideration of a regulator brand are the important issues for them.

ii. Staff

Staff will work more effectively and represent the system better if they understand it and understand how decisions are made in it.

The ONS and GSS brands play an important role in the recruitment and retention of their staff.

iii. Businesses and the public

The ONS is the highest profile brand and, because of the quantity of its outputs, is likely to remain so. The priorities for the public and businesses are therefore to establish a brand which is well understood and respected so that they:

- Use ONS statistics to inform decisions
- Respond to surveys

Where the quality or independence of statistics is challenged, the public is reassured by a clear voice for regulation and, it is only in these circumstances, that the brand of the regulator is important.

8. In summary, the ONS brand needs to work for all audiences; the Authority and regulation brand(s) are primarily of interest to stakeholders and staff; while the GSS brand is primarily of interest to staff.

Discussion

9. The presentation of the Authority and ONS as one organisation has a legal basis supported by the strategic aim to get everyone in the system to work together to a common strategy.
10. The ONS has by far the highest profile and this is always likely to be the case given the quantity and relevance of its products. This is an imbalance in the system as a whole although not necessarily for the policy makers, influencers, scrutinisers and partners who deal with the system on a day to day basis.
11. The challenge to the single organisation narrative comes from the root requirement for there to be a separation between regulation and provision. This is a base understanding of politicians, other scrutinisers and the public and is brought into focus every time there is a challenge to the quality or independence of any statistics. In these cases the role of the 'watchdog' is of great value and any confusion between the regulator and provider is damaging.
12. Within the system there is a third function: that of oversight of the system as a whole. This is the role of the Authority Board but it is one which carries very little profile. When the Authority has a political or public profile it is invariably in the context of regulation, either in its strict sense or more loosely.
13. If it is accepted that there are three elements of the system, the 'assessment' element is likely to lack visibility, even to policy makers. If, however, oversight and regulation are put together, the number of brands is limited and the opportunity to develop their profile with the audiences which matter increases.

14. The challenge of communicating the ONS brand to the wider public raises the question of plain language. Much of the language used by the ONS, or to describe it, is distant from everyday lives. Presenting the ONS in language which more directly connects to people's lives provides an opportunity for better engagement and public understanding.

Way forward

15. Given the breadth and depth of challenges, the scope of further work on branding needs to be well defined and the steps to be taken need to be prescribed. The appetite for review and development also needs to be considered because there are risks and issues which arise.

16. The steps for future work can be scoped as follows:

i. The name and brand of the regulation function

This is an immediate requirement given the recommendations of the Bean Review and should be considered in the context of the Authority role and brand in particular.

The Bean Review recommended the name 'Independent Regulation and Evaluation Office' but alternatives need to be considered, such as the 'Office of Statistical Regulation' and the 'Office for the Regulation of Statistics.'

The advantages of limiting the scope to this issue are that it is a clear response to an external report, is of very little cost and will be relatively invisible.

The disadvantages are that it will not resolve the challenges around the wider system and may add another brand to the already crowded field.

ii. The branding, but not naming, of the Authority, ONS and GSS and the naming of the regulation function

This step would involve clarification of the three or four brands in the immediate system, including statements about the role and core narratives for the system and each element. It would allow for new design work if differentiation between the Authority, the regulation function and the ONS are considered appropriate.

This step would be valuable to stakeholders and staff; would respond to the Bean Review; would be of little cost; and be relatively invisible.

The disadvantages are that some of the naming challenges would remain and the challenges relating to the ONS brand would remain with staff and the public.

iii. The branding and naming of the Authority, its regulation function, ONS, GSS and associated sub brands

The scope here would allow for consideration of name changes such as GSS to National Statistics Service and to the association of Office for National Statistics with its acronym ONS. It would also allow examination of the look and feel of the logos and visual identities.

This option would allow for the most transformative changes and therefore could help resolution of all the challenges identified. It also carries the greatest risk: all corporate identity visual work is open to misunderstanding and criticism because of the nature of design and its costs.

A change from GSS to National Statistical Service may also give the impression of being less helpful to Government and less aligned to other Government professions.

The use of plain and concise language to describe the narrative of the ONS to the general public could also attract criticism from some staff and stakeholders. The change process would also need careful management.

17. Whatever the scope, the starting place for future work would be to research audience insights into current identity and brand and options for the future. Names, narrative statements and descriptions and designs would all need careful research with each of the audiences identified as important to them.
18. The Communications Division would lead this work, working with ONS user researchers.
19. The Communications Division would also work through the detailed applications of the different branding options to see how they would work in practice e.g. in correspondence, between the different elements of the system, in handling media enquiries and Parliamentary Questions, in signage.
20. There would be a number of stages in the development process and it is important that the system's leadership is involved at each stage to ensure the direction is appropriate.

Conclusion

21. The UK statistics system faces a wide range of communication challenges, many of which are rooted in a lack of clarity around branding. Some of these challenges are more pressing than others so they do not all have to be tackled at once. However, as a major transformation of the whole system is underway, there is a strong case for tackling all the issues to assist with, and reinforce, the wider transformation.

Chris Lines, Head of Communications, Communications Division, 13 May 2016

UK STATISTICS AUTHORITY

SA(16)22

Census Transformation Programme Update

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Purpose

1. This paper provides an update on the Census Transformation Programme (CTP).

Recommendations

2. Members of the Authority Board are invited to:
 - i. note and provide any comments on the progress of the CTP; and
 - ii. note the dates for publication of two key outputs: the Administrative Data Census Annual Assessment (on 16 May); and the Census Topic Consultation response (on 23 May).

Background

3. There have been a number of developments to the Census Programme since the last update to the Board in November 2015. These include:
 - i. re-initiation of the programme, moving from eight phases to three tranches corresponding broadly to 2017 Test, 2019 Rehearsal and 2021 live operations and administrative data Census recommendation;
 - ii. publication of the first administrative data Census research report in October 2015, setting out the results for population estimates derived from administrative data at Local Authority area by sex and five year age band;
 - iii. CTP has been through a Gateway review (January 2017) and received an Amber assessment, with a series of recommendations, most of which are now actioned; and
 - iv. a peer review of the CTP Enumeration Strategy was held in March.

Discussion

4. Planning for the 2017 Census Test, due to take place on 9 April 2017, is well underway. The test has a split sample design of 100,000 households to test the impact on response of the inclusion of sexual identity questions and enumerator follow up procedures. There is an additional component of 100,000 households with no follow up by enumerators that will test the approach to initial contact.
5. The test areas selected are: Barnsley, Blackpool, Powys (North), Sheffield, South Somerset, Southwark, and West Dorset.
6. The critical path and detailed plan for the 2017 Test is still being developed. The following products are feeding into this critical path:
 - i. technology roadmap – plans and resource requirements for the Electronic Questionnaire (eQ), Field Work Management Tool (FWMT) and Response Management Systems;
 - ii. plans for the Digital Service Standard Assessment (mandated by the Government Digital Service) and Security Accreditation for the end to end systems; and
 - iii. plans and operating procedures for the field force.
7. CTP are working with Tom Scott the Census Digital Service Manager to identify a workable plan to deliver data collection platforms for 2017 Test. This plan will cover a review of the backlog of work, key dates, assessment of the number and type of resource required and the plan for resourcing. It is not currently clear that the eQ will

deliver the functionality required for the 2017 Test in time to deliver the integration of the systems and the assessments set out above.

8. The Audit and Risk Assurance Committee considered Census risks and issues at its meeting in Titchfield on 12 May. Members of the Committee also visited the Census offices and met members of the Census team.
9. The first Administrative Data Census Annual Assessment will be published to the ONS website on 16 May 2016 covering an assessment of progress towards an Administrative Data Census, measured against five high-level criteria.
10. The final response to the 2021 Census Topic Consultation will be published on 23 May. This will include an overarching report, supported by 17 detailed topic reports. Key Topics of interest include the following.
 - i. Ethnicity – collect, response categories will be reviewed to reflect changes in society.
 - ii. Sexual identity – further work required (including the 2017 Test).
 - iii. Gender identity – further work required (a plan of work will be published alongside the response).
 - iv. Veterans – will not collect, but work is proposed to link Census and admin data to enable Census based analysis.
 - v. Income – will not be collected, but potential for administrative data linkage.
11. CTP have engaged with a wide range of stakeholders about the Topic Consultation response. This included the Minister for the Cabinet Office (MCO), Lord Bridges (Cabinet Office), Government Equalities Office (GEO), Equalities and Human Rights Commission (EHRC), Nicky Morgan (Minister for Women and Equalities).
12. The Programme Business Case (PBC) was submitted to HM Treasury (HMT) and Cabinet Office (CO) on 29 February 2016. HMT and CO submitted a set of questions on 12 April to which CTP have responded (3 May). HMT are arranging a Treasury approval point to formally review (and approve) the PBC. In the meantime CTP has held an integrated assurance and approvals plan meeting with representatives from HMT, CO, Infrastructure and Projects Authority, Government Digital Service and Crown Commercial Service to test CTP's assumptions around spend controls and the procurement plan.

Conclusion

13. The CTP has delivered significant change and is on track to deliver two key outputs in May. Planning for the 2017 Census Test is still progressing and the critical path for this key programme milestone is still being developed in collaboration with the Data Collection Transformation Programme and colleagues in the Digital Technology and Methodology directorate.

Ian Cope, Census Transformation Programme, 11 May 2016

	May	Jun	Jul	Sep	Oct	Nov	Dec	Jan	Feb	Apr
Corporate reporting										
<i>Report from the Chair</i>										
<i>Reports from Sub Committees</i>										
<i>Chief Executive's Report</i>										
Transformation on a Page										
Performance Report										
Financial Reporting	Annual Report and Accounts		Quarterly report		Mid Year Report			Quarterly report	Proposed Budget	
<i>DG Regulation's Report</i>										
Transformation										
Deep dives on key transformation areas. Current performance and medium-term delivery challenges.	Census	Website - next steps	Registers	Data Campus	Economic Statistics Centre of Excellence	Population and public policy statistics		Economic statistics		
		Migration	Capability and top performance							
Strategy										
Taking a longer-term perspective. Considering options for future activity and prioritisation.	Admin Data Infrastructure	Prices	Regulation blueprint	Special strategy planning workshop			ADRN Independent review			
	Branding		Income generation							
<i>Business Planning</i>				Horizon scanning	Directorate planning - Economic statistics	Directorate planning - Pop and Public Policy	Directorate planning - Data Capability	Business Plan	Business Plan	
Outside voices										
<i>Stakeholders</i>			Northern Ireland (TBC)	Economic statistics	Health and wellbeing	Data and digital transformation	Policy issues	Public affairs / communication of statistics	Migration and population change	Earnings, savings and pensions
<i>Disruptive thinkers / Experts</i>		TBC		TBC		TBC		TBC		TBC
Other issues and activity										
<i>Ad hoc business</i>	EU statistics	London presence								
	Bean Review actions									
<i>Board self-review</i>										Self Review