UK STATISTICS AUTHORITY

Minutes

Tuesday 29 November 2016
Boardroom, London

Present
UK Statistics Authority
Sir Andrew Dilnot (Chair)
Professor Sir Adrian Smith (Deputy Chair)
Mr Jonathan Athow
Ms Sian Baldwin
Dame Colette Bowe
Dame Moira Gibb
Professor David Hand
Professor Jonathan Haskel
Mr Ed Humpherson (from item 8)
Dr David Levy
Mr John Pullinger

Also in attendance
Mr Robert Bumpstead
Mr Ian Cope (for item 11)
Mr Joe Cuddeford
Ms Emily Gleeson (for item 12)
Ms Emma Rourke (for item 11)
Ms Heather Savory (until item 10)

Apologies
Ms Nora Nanayakkara

1. Apologies

1.1 Apologies were received from Ms Nanayakkara.

2. Declarations of Interest

2.1 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 28 October 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. engagement with members of select committees;
   ii. the Consumer Prices Index including Housing costs (CPIH);
   iii. the process for appointing the next Chair of the Authority; and
   iv. the Census and integrating it into other work across ONS.

4. Report from the Authority Chair

4.1 The Chair reported on his recent activities. These included

   i. meeting with the Electoral Commission, the Committee on Standards in Public Life and the Advertising Standards Authority;
   ii. visits to HM Revenue and Customs (HMRC) and the Department for Work and Pensions (DWP); and
   iii. meeting with the Chair of the Public Administration and Constitutional Affairs Select Committee.

5. Report from the Chair of the ADRN Board

5.1 Professor Hand reported on the findings from the independent mid-term review of the Administrative Data Research Network (ADRN). The review had confirmed that the ADRN had been successful in terms of setting up infrastructure and developing capability, training, accreditation, and project approval procedures. However, getting access to data from government departments and providing it to researchers in a timely manner had presented the largest challenge to the Network. While the ADRN has been relatively successful in getting access to datasets within the devolved administrations, there had been much less progress in securing data from the UK departments.

5.2 The Authority Board discussed the issues and considered the best strategy for delivering success, including by escalation. Professor Hand would report to the Board again in January.

6. Report from the Chair of the Audit and Risk Assurance Committee

6.1 Dame Colette reported on the meeting of the Audit and Risk Assurance Committee held on 16 November. The meeting had discussed a graphical representation of the recently developed Target Operating Model (TOM) for ONS, reports from internal audit, and an update on the Census.

6.2 During the Committee's discussion about the Census, it had become clear that the best balance between the use of Waterfall and Agile project management methodologies was not fully mapped at this stage. Subsequently, the National Statistician had convened a workshop to further consider this.

7. Report from the Chief Executive [SA(16)43]

7.1 Mr Pullinger reported on activity and issues for November, highlighting the following.

i. Efforts were being made to ensure alignment between business delivery and financial and workforce objectives for the current financial year, and detailed planning of milestones over the next two years.

ii. Staff engagement scores for UK Statistics Authority including ONS had increased to 60 per cent. A detailed paper would be considered at the next meeting.

iii. The Government Statistical Service (GSS) (and wider analyst) role in getting public good benefits from data had been under active consideration in many quarters.

iv. An announcement had been made that a successful consortium of eight organisations would form the Economic Statistics Centre of Excellence (ESCoE).

v. Emma Rourke had started as Director of Public Policy Analysis.

vi. A readiness assessment for the 2017 Census test had been completed.

vii. The transition to online collection for the Labour Force Survey (LFS) had been delayed as a result of the prioritisation of development for the 2017 Census test and business surveys.

viii. The first data analytics apprentices had started.

7.2 Mr Pullinger informed the Board that Mr Glen Watson had decided to take early retirement. The Board recorded its sincere gratitude to Mr Watson for his service to the organisation and the GSS, and wished him well for the future.

8. Data Science Campus [SA(16)45]

8.1 Ms Savory provided an update on progress with the ONS Data Campus. This would bring together analysts, data scientists and technologists from across the UK and the wider international community, and act as a hub and incubator for data science for the public good. Mr Tom Smith had been announced as Managing Director for the Campus and would take up post in the New Year. Ms Savory would bring further plans to the Board as they were developed.

9. Consumer price statistics

9.1 Mr Athow provided an update on the current position on measures of consumer price inflation. In May 2013, Mr Paul Johnson, the Director of the Institute for Fiscal Studies, was invited to review price statistics and provide recommendations. The Review reported in January 2015. A consultation on Mr Johnson's recommendations ran over the summer and autumn of 2015. In parallel, ONS took forward work to fix problems with CPIH, which lost its designation as National Statistics in 2014 due to an error in rental data supplied by the Valuation Office Agency (VOA). In March 2016, ONS set out its direction of travel on price statistics and on 10 November 2016 ONS issued a statement confirming this.

9.2 ONS aimed to achieve re-designation of CPIH as National Statistics. Assessment and designation was a matter for the Director General for Regulation to advise upon in due course.

10. Report from the Director General for Regulation [SA(16)44]

10.1 Mr Humpherson introduced a paper which provided an update on regulation activity since the last meeting. Consistent with previous Board discussion, the regulatory function had now adopted a new name, the Office for Statistics Regulation (OSR). This had been announced via a low-key launch to develop a dialogue with stakeholders. The reaction had been positive. Further activities were planned for the coming months.

11. Directorate planning: Population and Public Policy [SA(16)46]

11.1 Mr Cope and Ms Rourke introduced a paper which provided an update on the Population and Public Policy (PPP) directorates of ONS, including transformation programmes for Data Collection and Census, and initiatives such as Public Policy Analysis reform.

11.2 The following comments were made in the discussion.

   i.   One aim of PPP was to increase ONS impact in informing debate and policy decisions, through increased engagement and enhancement of analysis and analytical capability. The Board was interested in the key milestones, around this. This would involve working with the research and policy community.
   ii. The recent Census topic consultation had received over 1,000 responses, creating a strong evidence base for questionnaire development. Further testing would help reach informed decisions about the final questionnaire content.
   iii. ONS was one of a range of organisations working in the policy analysis space. It was important to consider what its unique contribution was, and to consider this as a GSS-wide activity.
   iv. There was an internal structure within ONS which could suggest a divide between economic statistics and PPP, but the aim was to encourage a sense of a single organisation. Some of the issues considered in PPP were economic in nature and it was important that appropriate economic expertise was deployed wherever it was helpful.
   v.   As well as supporting public policy, ONS should also support public understanding of statistics.

11.3 It was noted that the possible topic areas for focus encompassed a very broad agenda, from crime to health and migration. The Board discussed how PPP might prioritise its efforts and what sources of information would feed into decisions about priorities. It was agreed that the PPP plans should describe a set of principles to decide where to prioritise effort.

12. Talent management [SA(16)47]

12.1 Mr Athow and Ms Gleeson outlined plans to launch a high potential development scheme for the UK Statistics Authority, targeted at Grades 6 and 7 staff.

12.2 The following comments were made in the discussion.

   i.   It was important to identify what would be unique about the Authority programme, as opposed to other generic schemes across the Civil Service. This could be linked to the strategic aims of the organisation.
   ii. It would also be helpful to be clear on what specific outcomes were desired. For example, to train high potential people on specific technical skills in depth, or to support them be the catalyst to help others deliver.
   iii. Ensuring sufficient resources were made available for the scheme would be important.

13. Any other business

13.1 There was no other business. The Authority Board would meet next on Friday 16 December at 10:30 in London.

UK STATISTICS AUTHORITY

Agenda

Tuesday 29 November 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 28-10-16
2	Report from the Authority Chair	Sir Andrew Dilnot
3	Report from the Chair of the ADRN Board	Meeting of 7-11-16 Professor David Hand
4	Report from the Chair of the Audit and Risk Assurance Committee	Meeting of 16-11-16 Dame Colette Bowe
5	Report from the Chief Executive	SA(16)43 Mr John Pullinger
6	Consumer price statistics	Discussion Mr Jonathan Athow

7	1:00pm to 2:00pm Stakeholder seminar: migration statistics	ETC Venues

8	Report from the Director General for Regulation	SA(16)44 Mr Ed Humpherson
9	Data Science Campus	SA(16)45 Ms Heather Savory
10	Directorate planning: Population and Public Policy	SA(16)46 Mr Ian Cope
11	Talent management	SA(16)47 Mr Jonathan Athow and Ms Emily Gleeson
12	Any other business	

Next meeting: Friday 16 December 2016, 10:30 to 16:00, London

UK STATISTICS AUTHORITY

SA(16)43

Chief Executive's Report, November 2016

Purpose

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

Summary

2. Efforts over recent months to pick up the pace of delivery have been paying off with good prospects for meeting the most critical planned goals by year end. The results of the latest People Survey have shown a positive movement for ONS, in areas which indicate that staff are more enrolled in the direction we are taking. The emphasis for the coming months is on planning over the next few years, ensuring that we maximise the return on our investments in transformation.

Review of recent activities

3. Significant effort within ONS has gone into assuring alignment between business delivery and financial and workforce objectives for the current financial year. This will provide a sound platform for giving assurance to the Board about progress with each of the deliver, reform and transform elements of the business plan. It will also provide the basis for detailed planning of milestones over the next two years (to March 2019). This will be the critical period for implementation of the *Better Statistics, Better Decisions* strategy as our investments, especially in technology, bear fruit.

4. The increase in staff engagement scores for UK Statistics Authority including ONS to 60 per cent in 2016 shows signs that staff are now more positive about the direction we are taking. We will be reviewing the details carefully to ensure we listen to what staff are saying and take further steps to improve in the year ahead. I will be giving particular priority to learning and development and leadership, aspects of staff engagement that are generally taken as strong indicators of high performing organisations.

5. Other important developments in recent weeks include the following.

    i. The Government Statistical Service (GSS) (and wider analyst) role in getting public good benefits from the fast-changing data landscape has been under active consideration in many quarters this month. In Parliament the emphasis has been on the Digital Economy Bill. Within Government we have been working particularly closely with the Government Digital Service (GDS) to ensure an effective balance of roles, especially on data science. We have also been engaged with other organisations taking initiatives in this area including the Royal Society, British Academy and the Alan Turing Institute.

    ii. Public attention to economic statistics continues at a high level. On 10 November, I made an announcement about the future of consumer prices statistics that heralds important changes ahead. We have also announced the successful consortium of eight organisations (King's College London, the London School of Economics (LSE), Nesta, the National Institute of Economic and Social Research (NIESR), University of Cambridge, Stanford University, Strathclyde Business School and Warwick Business School) that will form the Economic Statistics Centre of Excellence. NIESR are taking the lead as coordinator of the bid, and a first meeting to discuss the work programme has also taken place.

iii. Economist recruitment to ONS remains a priority. We are unlikely to receive many new economists through the central Government Economic Service route. This puts further pressure on direct recruitment.

iv. Emma Rourke has started as our new Director of Public Policy Analysis. She has begun with a full in-tray of issues. Migration statistics, which continue to be of intense scrutiny, are top of the list but there are many other urgent topics under detailed consideration by teams of GSS colleagues.

v. We have completed a readiness assessment for the 2017 Census test. Planning is on track. In addition, we have published the latest results of our administrative data census research outputs showing the latest iteration of our work progressively to replicate Census outputs through other sources.

vi. The transition to online collection for the Labour Force Survey (LFS) is delayed as a result of the prioritisation of development for the 2017 Census test and Business Surveys.

vii. The new Enterprise Resource Management system for ONS (Oracle Fusion) has gone live, providing important new functions that will enhance our financial and business management. A review of our financial management has been conducted and the results will be available for report to the Board shortly.

viii. Our first Data Analytics apprentices have started. This is an important milestone in the development of a comprehensive range of mechanisms to help us get the skills we need across the GSS for the future. It is also a model of partnership working, including with the Welsh Government which has provided most valuable support.

Future look

6. As for last month, the next few weeks we will be very much heads down on delivery – both of statistical services and wider transformation. We are also now actively engaged in review of future plans for consideration by the Board.

John Pullinger, 22 November 2016

Report from the Director General for Regulation

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

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

Discussion
Office for Statistics Regulation
3. In line with the Board discussion last month, we moved over to our new name, through a low-key launch, on 24 November. We have accompanied this low key launch with a breakfast meeting with stakeholders in Edinburgh on 25 November. Similar meetings will take place in London on 30 November, Belfast on 1 December, and Cardiff on 7 December.

4. One of the main aims of our low-key launch was to develop a dialogue with our stakeholders, and to refine our strategy, business plan and forward work programme in line with this feedback. I will update the Board orally with the initial responses to our new identity from the Edinburgh meeting and other stakeholder contacts.

5. The team has been fully engaged with these changes, and their positive approach is reflected in reasonably good staff survey scores (overall engagement of 72%; management of change 87% positive). There are however clear areas where we need to improve, especially around aspects of management.

Code of Practice stock take
6. Following the last Board meeting, we have prepared a final version of the stock take report, which we will clear with the Regulation Committee and David Levy. We are planning to publish the report as an exposure draft on 12 December. As an exposure draft, the main purpose is to obtain feedback and insight from a wide range of users.

7. In parallel with this process of preparing a final version of the report for publication, we have initiated the next phase of the project, by appointing a new head for the Code development work – Siobhan Tuohy Smith. Siobhan has been promoted from with my team after an Authority-wide promotion process. Siobhan is developing the plan for refreshing the Code as a document, and for the formal consultation that would accompany this rewrite.

Core activities
8. We have progressed a wide range of core regulatory activities. I have attached a summary, organised by statistics domain, at **Annex A**. Key points to pick out from this:

    a) **Department for Education (DfE)**
        i.   First, I reported last month about the issues that have arisen surrounding access to the National Pupil Database. The Department has responded well, and we are awaiting clearance of a letter to me that sets out how they propose to address the various concerns (on Nationality/Country of Birth, and of researcher access to the database).

  ii. Second, I wrote to the Permanent Secretary about a tweet issued by the Department on grammar schools. We considered the tweet highly misleading and immediately contacted senior analysts at the Department. The Department then removed the tweet, but I decided to write to them anyway to emphasise the importance of fair presentation of statistics. I wrote less than 24 hours after the tweet was issued, and 12 hours after it was withdrawn – several observers commented positively on the speed of our response.

  iii. Third, on the assessment of schools statistics, we are in discussion with DfE about a short review they are conducting more generally into guidance for data suppliers around the school census data and this will inform the final School statistics characteristics assessment report.

b) **Consumer prices:** John Pullinger has announced his intention to make CPIH the preferred measure of inflation. We have started to engage with users on their reaction to the various ONS publications.

c) **Health statistics in England**:
  i. I wrote to the Permanent Secretary about statistics on clinical standards, which the Secretary of State had drawn on in a conference speech. I said that we expected much better dissemination of key information than the model adopted here, which involved placing information of limited utility in the public domain to underpin the Secretary of State's statement.
  ii. I wrote to the Shadow Health spokesman and the BMA about the Government's claim to have increased funding by £10bn, concluding that a range of figures are possible, and that it is essential that the context of the figures is clear.

d) **Labour market statistics**: This has become a highly active area. We are conducting compliance checks of the Labour Force Survey response rates; of international student migration statistics; and of DWP's new statistics on benefit sanctions. I will report more fully to the Board as these compliance checks are completed.

Challenges
9. The main challenges are:

a) **Office for Statistics Regulation***:* attracting new recruits of suitable calibre remains a challenge, and I am also concerned about a post-launch dip, which would be common to many change programmes of this kind. I have put in place a series of communication plans to address this risk.
b) **Core regulatory work:** The labour market issues are highly sensitive and will require carefully handling.

Ed Humpherson, Director General for Regulation, 20 November 2016

List of Annexes

Annex A Regulatory activities Oct-Nov 2016

Annex A   Regulatory activities Oct-Nov 2016

Economy	Health and social care	Business, industry, energy and trade	Crime and justice
• **CPIH**: Started to engage with users about the recent range of publications from ONS on making CPIH the preferred measure of inflation • **Construction prices and outputs**: continued engagement with ONS team as they look to regain National Statistics status.	• **£10 bn**: Replied to BMA and Shadow Health spokesman on claim that NHS funding will increase by £10bn • **Clinical standards:** wrote to the Permanent Secretary at DH on dissemination of data on clinical standards which had been used in a speech by the Secretary of State • **Health and care systemic review**: continued liaison with ONS, Public Health England, NHS Digital etc on action plan to improve statistics in England	• **Trade:** Continued positive interaction with the trade team.	• **Crime:** We continue to undertake our systemic review of crime statistics.
Labour market	**Housing, planning and local services**	**Children, education and skills**	**Agriculture and environment**
• **Labour Force Survey**: Undertaking compliance check on falling response rates • **National Insurance numbers**: Revising our assessment of these DWP statistics • **Student migration**: Started compliance check on estimates of student migration • **Benefit sanctions**: reviewing DWP sanction statistics, and liaising with NAO about their report on sanctions	• **Housing**: starting review; and assessing NI Housing Condition statistics • **Troubled Families:** we reviewed the Government's claims of success for the Troubled Families Programme, based on an extensive evaluation. We have decided that no action is necessary at this stage	• **National Pupil Database**: Awaiting letter from DfE on handling of new data on Nationality and Country of Birth, and proposal that researchers must notify DFE of intention to publish 48 hours before publication. • **Grammar Schools:** Wrote to DFE about misleading tweet on grammar schools.	• We are starting a compliance check on statistics on pesticides, following an issue being raised with us by an academic
Population	**Culture, leisure and identity**	**Security, and international relations**	**Transport and travel**
• **Migration**: See in labour market	• Initial contact with new Cabinet Office Race Disparity Unit	No significant activity.	No significant activity

SA(16)45

Feature Paper I: Data Science Campus

Purpose

1. This note covers the first 'feature paper' commissioned following questions from non-executive directors.

Background

2. As suggested at the recent awayday of the non-executive directors, and confirmed at last month's Board meeting, a new approach commissioning 'feature papers' has been implemented, where non-executive directors have a chance to suggest topics for discussion and raise questions in advance.

3. The first topic for this treatment was agreed as the Data Science Campus. The list of questions suggested by the non-executive directors was as follows.

    i.   How will the data campus be funded?

    ii.   What is its staffing model?

    iii. Will it be commercial?

    iv.   What are the biggest three challenges?

    v.   How will it attract potential partners to Newport?

    vi.   Will it be working with the Economic Statistics Centre of Excellence?

    vii. What is in place to avoid duplication of effort between other ONS activities and other government data initiatives?

    viii. What data science projects will it be completing?

    ix.   How will we know what its contribution to the future delivery of our strategy is compared to other developments?

    x.   What benefits will flow back into ONS and when?

    xi.   Does ONS have a government mandate to be the data science campus for government?

4. The paper appended to this cover note has been drafted in light of these questions.

5. Next month's feature paper will be on Stakeholder Management and Communications – questions on this topic are welcomed by 30 November.

Secretariat, 22 November 2016

ONS Data Campus Development Progress to Date

Background

1. Bringing together Analysts, Data Scientists and Technologists from across the UK and the wider international community, the Data Science Campus (DSC) will act as a hub and incubator for Data Science for Public Good, working collaboratively with the broader community and building impactful, co-creative and high value partnerships across the data landscape.

2. On 17 October, 2016, Tom Smith was announced as Managing Director (MD) (SCS2) for the DSC. Currently the co-founder and MD of Oxford Consultants for Social Inclusion (OCSI), a research and technology 'spin-out' company from the University of Oxford, he will formally start as MD in late January 2017 but will ramp-up informally in the preceding months.

3. To support the launch of the DSC a consultant Interim Head, David Johnson, has been engaged since May 2016, supported by a launch management team consisting of a Deputy Director, data scientist and an academic programme manager recruited from within ONS.

4. On 21 July, 2016 the Interim Head presented on the DSC to the Board, which noted the progress made in launching the DSC, and gave approval to examine a range of funding options to sustain the DSC on an ongoing basis.

5. A full update on Plans for Data Capability will be presented at the December Board Meeting. In advance of this presentation the Progress Update, at **Annex A**, sets out the latest position on resources, capacity building, research and partnerships.

6. The Data Science Campus notes specific questions raised by the Board and addresses them in this paper and the accompanying annexes.

Discussion
Funding and Commercial Approach

7. The 2015 Spending Review Settlement has provided £1.736m in 2016/17 and £4.222m in 2017/18, as part of a range of projects designed to meet the recommendations of the Bean Review. From 2018/19 on it is envisioned that the DSC will be funded in part through standard ONS mechanisms as a directorate within ONS, and in part through external revenue generating streams.

8. Through the development of its capability programme, the DSC is well positioned to provide a data science training and development service to other government departments and beyond, and offer its expertise on a consultancy basis. Based on the discussion at the July Board, the DSC has met with a number of potential Name Recognition Sponsors as part of a market engagement phase prior to the issuing of a formal tender at a later stage. A full Business Development strategy will be finalised by the incoming MD in Q1 2017 and presented to Board for review.

Staffing Model

9. The DSC has a projected headcount of 36 by March 2017, 25 of whom will be data scientists, researchers, analysts or other technical roles directly supporting research activities. The remaining roles include a number of positions supporting capability activities, admin and managerial roles. Further details are presented in the annexes.

10. The DSC has partnered with the Economic Statistics Centre of Excellence (ESCoE) since its inception, adopting a joint approach on a range of areas from the presentation of combined business plans to HMT through to supporting the data science strand of their conference, *Economic Statistics in a digital age: meeting the challenges of an evolving, modern economy,* in February 2017 where the DSC MD and the Director of the Alan Turing Institute, a DSC research partner, will both deliver keynote lectures. Data science research in a number of ESCoE projects will be provided by the DSC on an ongoing basis.

Research and Partnerships

11. Research activities commenced on 14 September 2016 with two discovery phase projects supporting the ONS Economic Statistics Strategy Research and Architecture (ESSRA) division and the ONS Sustainable Development Goals (SDG) group. A roadmap of research priorities for the next twelve months will be agreed with the MD during his next site visits to Newport on 23 November and 7 December, 2016.

12. The DSC has undertaken an extensive proactive programme of partner engagement. An Early Engagement Notice was published on 25 August 2016 to invite expressions of interest from potential academic, commercial and third sector collaborators. To date seven Memoranda of Understanding have been agreed with national and international partners. Further details on existing research and collaborations are presented in Annex A.

Benefits

13. The DSC contribution to the overarching objectives of the organization will be easily measured, given the nature of the project based approach to analysis, and the learning offer. Activities in the DSC will feed into the following strategic objectives from 'Better Statistics, Better Decisions':

   i.   'Inform Decision making' – working collaboratively to deliver inquiry driven analysis.
   ii. 'Improve Communication' – will provide a testbed for innovative ways of making analysis accessible, engaging and easier to understand.
   iii. 'Deliver using innovative methods' – the DSC will utilize a new generation of tools and technologies to take advantage of the growth in the availability of rich data sources to measure the economy and society.
   iv. 'Build Capability' – the development on a high caliber cadre of analytic staff in the campus, as well as the training that will be offered through the campus will empower people to achieve high professional standards.

Current Challenges

14. The development of the DSC has progressed in line with agreed business plans. Based on experience to date, the DSC leadership team is focused on addressing a number of challenges as it further develops its longer term business plans with the incoming MD.

   i. **Recruitment**
   Internal ONS recruitment processes have progressed more slowly than anticipated in the original business plan, but suitable candidates for a range of positions have been identified. However the recruitment of senior positions including the MD and G6 Data scientists has proved challenging due to a range of factors including scarcity of suitable candidates, the difficulty of competing with the private sector on salary and the unwillingness of some candidates to relocate to Newport.

   ii. **Resource Constraints**
   While the brand identity of the DSC may not be that strong with candidates as of yet, the reputation with potential partner organisations is very high with a large number of

academic, industry, third sector and other government departments requesting collaborations. Current demand for partnerships exceeds the DSC's staffing resources and the finalisation of an eighteen month research roadmap is a high priority.

iii. **Funding**
The development of sustainable Business Development strategy to ensure the success of the DSC beyond its initial two year funding as approved under the 2015 Spending Review Settlement remains a high priority.

David Johnson, Interim Head, Data Science Campus
Peter Fullerton, Deputy Director, Data Science Campus
18 November 2016

List of Annexes

Annex A   Data Science Campus Progress Update
Annex B   Data Science Campus Org Structure

Annex A   Data Science Campus Progress Update

1. The DSC is currently located in the Library in the ONS offices in Newport, with Smart Working facilities for 20 FTE, expandable to 30 FTE as needed. In August 2016 construction commenced on a new 3rd Floor for the Data Block in Newport, and upon completion in March 2017 the DSC will relocate there with capacity for up to 60 FTE.

Capacity Building

2. An Apprenticeship in Data Analytics has been launched. Developed with the Learning Academy under the Welsh Government's Apprenticeship scheme, this two-year vocational training programme at EO level leads to a Level 4 Diploma in Data Analytics and is the first of its kind in the UK. Over 130 applications were received for six places, and due to the high standard of applicants an additional two places were made available. Three apprentices started on 14 September 2016, with a further five to start on 5 December 2016.

3. The DSC will support the development of an MSc in Analysis for Government, with a dedicated Data Science pathway, and will issue a tender with the Learning Academy in Q4 of 2016 seeking to partner with at least three academic providers to enable a wide regional distribution and allow for a mix of academic approaches, for launch in September 2017. In advance of this dedicated programme, sponsorship was made available to three ONS staff and further four non-ONS applicants under the GSS framework to undertake existing MSc courses from September 2016.

4. The DSC has partnered with GDS as the South West hub in the Data Science Accelerator cross-government training programme. DSC data scientists will mentor participants drawn from the analytical professions across the public sector over a series of three month intakes, starting in November 2016.

Research

5. There are currently seven data scientists involved in research activities within the DSC. Two of the first cohort of externally recruited G7 data scientists are in place, supported by a G7 data scientist seconded from within ONS as part of the launch team and a group of four contractor data scientists from a commercial environment engaged to assist with the development of initial research processes. Two further G7s will be on-boarded on 1 December 2016 and 4 January 2017, and offers are currently being extended to an additional two SRO candidates. Recruitment for a second cohort of three G6s and one G7 is underway, as is recruitment for a number of support positions including IT Architects, Software Engineers and User Researchers, all at the SEO level. An illustration of the emerging staffing structure is presented in Annex B.

6. Research commenced on 19 September, 2016. Two initial Discovery projects were launched with internal ONS partners, the Sustainable Development Goals branch (SDG) and Economic Statistics Strategy Research and Architecture (ESSRA). Both discovery projects allow DSC to test its research processes with key internal data partners (including Admin Data, Commercial Data Access, the National Statistician's Data Ethics Advisory Committee etc) before commencing collaborative research projects with external Academic, Industry, Third Sector and Other Government Department partners.

    i.   **Sustainable Development Goals – Discovery Phase Project**
ONS is committed to measuring and reporting progress towards the UN Sustainable Development Goals (SDGs). An initial Discovery phase feasibility study is underway supporting the ONS SDG group, focusing on a set of three goals that are representative of the remainder and offer a meaningful level of complexity:

        i.   Goal 3: Ensure healthy lives and promote well-being for all at all ages

ii.   Goal 12: Ensure sustainable consumption and production patterns

iii.   Goal 16: Promote just, peaceful and inclusive societies

The project addresses two main data challenges facing the SDGs, specifically data implementation using varied existing data sources and filling data gaps where no known data sources to measure specific SDG indices exist. The project seeks to identify relevant data sources, to understand how they can be collected, and to identify suitable methods and IT systems to collect, store, analyse and disseminate data.

ii.   **Quality Adjustment of Rail Prices**

Working with ESSRA, this project seeks to combine information sourced from several databases to develop a quality adjusted rail price index that will be included in the CPI basket. Information from the National Fares Database will be matched with expenditure data from the Office of Rail and Roads and other sources of data on cancellations, overcrowding, complaints, and public performance measures. A hedonic adjustment model that is currently applied only to a few ICT products in the CPI basket will be examined and its performance will be assessed and compared with the current methodology.

Partnerships

7. Additional research projects with external Academic, Industry, Third Sector and Other Government Department partners in the areas of Economic Statistics and Social Research have been developed and a roadmap of research priorities for the next twelve months will be agreed with the MD during his next site visits to Newport on 23 November and 7 December, 2016. Memoranda of Understanding (MoU) have been signed with a number of research partners, with specific areas of research currently being agreed as part of the Research Roadmap process. MoUs have been agreed with Statistics Netherlands; Data Science Lab at Warwick Business School; Lancaster University, Data Science Institute; Alan Turing Institute; University of Bath and Cardiff University

8. Further MoUs are expected to be agreed with Oxford University, UCL (Consumer Data Research Centre), NatCen and University of West of England by December 2016. Research partnerships with a number of national and devolved government departments and agencies are also underway, including DEFRA, DFID, DCMS, (UK Government Earth Observation Service) UK-GEOS and Welsh Government (The Chief Statistician, Finance Wales and Visit Wales).

Annex B   Data Science Campus Org Structure, March 2017

UK STATISTICS AUTHORITY
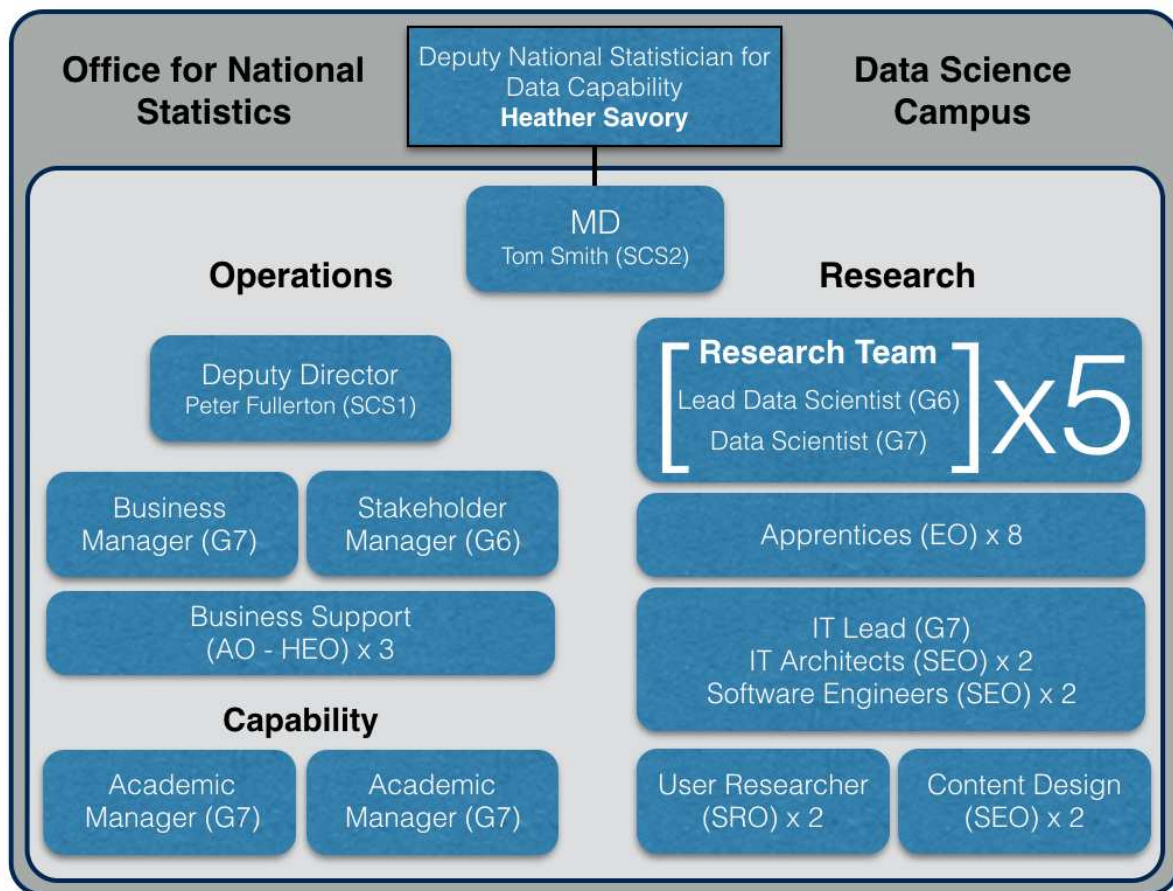
Population and Public Policy Priorities

Purpose

1. This paper provides an update on Population and Public Policy (PPP), including transformation programmes for Data Collection and Census, and initiatives such as Public Policy Analysis reform. It summarises progress and highlights risks and dependencies.

Recommendations

2. We would welcome your views on the strategic direction of Population and Public Policy and progress to date.

Discussion

Key achievements for Population and Public Policy in recent months

3. There are significant new pieces of work taking place in Population and Public Policy. We are supporting policy development arising from the new Administration, for example the Prime Minister's Race Equality Audit and the Industrial Strategy, where we are working across ONS and closely with the Cabinet Office (CO), Department for Education (DfE), HM Revenue and Customs (HMRC), Business, Energy and Industrial Strategy (BEIS), and the Department for Work and Pensions (DWP). Internal restructuring has allowed us to be more responsive to new requests.

4. We are facing increased scrutiny of our statistics, for example migration. Publication of population and migration statistics amongst others, were well managed during the EU referendum campaign. Migration statistics have a high profile with questions around student migration being at the fore at present and will be a key priority as we move forward.

5. In terms of Data Collection transformation, we continue to make progress on online business survey rollout. This has been challenging given our decision to use the same platform for the 2011 Census test. We remain on track to move four business surveys online by March 2017. We will then have a maturing platform on which to continue business survey rollout during 2017/18 alongside work on survey rationalisation.

6. We have acquired a number of new unit record administrative datasets; including 300 million tax and benefit records from HMRC and DWP. Having acquired and linked HMRC and DWP tax and benefits data, we are on track for release of the first administrative data based small area population and income estimates in December.

7. We have conducted a successful Census topic consultation with over 1,000 responses, creating a strong evidence base for questionnaire development and stakeholder management. We conducted a 10,000 household test of field procedures and field technology, and are now ramping up for the 200,000 household test in March/April 2017 which will amongst other things help us determine whether to include a question on sexual identity in the 2021 Census.

What we are trying to achieve: the Population and Public Policy Programme of work

8. As described in the Authority's Business Plan 2016-2020, PPP has embarked on an ambitious programme of work over the 2015 Spending Review period, within the three directorates: Public Policy Analysis; Census; and Data Collection. Our key aims are to:

     i.   increase our impact in informing debate and policy decisions, through increased engagement and enhancement of our analysis and analytical capability;

     ii.   prepare for the 2021 Census, which will be predominantly online, at all points seeking to maximise the wider ONS benefit from the investments made; and

    iii.   make significant progress towards an administrative data census and transform our social and business data collection.

Dependencies, opportunities and risks

9. This significant transformation has a number of dependencies including the following.

     i.   Reliance on the development of new strategic platforms and functionality. We are collaborating with DTM to ensure requirements are well understood.

    ii.   Access to administrative data to progress both the Admin Data Census and to replace/enhance business and household surveys.

10. Major opportunities exist, including:

     i.   The development of new register platforms and the new 'Cloudera' data management and analysis environment. Together, these give the potential to accelerate linkage and analysis of unit-record data for both population and business statistics. This would both enable new statistical outputs and strengthen our survey redesign activities.

    ii.   We have an opportunity to align our social statistics redesign with the research into a new census system of linked administrative and survey data, accelerating the development of our new social statistics system. This would provide a maturing system before the 2021 Census which could be benchmarked against 2021 census outputs, increasing our chances of moving towards an administrative data census in the longer term.

11. The top three risks to transformation remain, work to mitigate against these risks is continuing.

     i.   The scale and complexity of the changes are large.

    ii.   Clarifying the synergies/overlaps between CTP and DCT. This is especially relevant to household surveys.

    iii. Challenging the culture and improving capacity and capability to deliver.

How we plan to change: a business plan and key milestones

12. Business planning has been undertaken across Population and Public Policy, aligned to the priorities contained within the Strategy. We have needed to adjust our prioritisation as a result of the UK's decision to leave the European Union, which has, for example, shined an even brighter light on migration statistics.

13. This process has developed some clear <u>milestones</u> for the life of the Spending Review period, though the planning inevitably becomes less precise in later years.

14. Some key milestones are shown in **Table 1**, and discussed in more detail below.

Table 1: Key milestones for Population and Public Policy

Theme	2016-17	2017-18	2018-21
Business Data Collection Transformation	• Four surveys on-line • Rationalised business survey design developed • 'Beta' Business Index and 'alpha' Statistical Business Register developed	• Online business survey rollout continues • Modular Survey methodology developed and piloting underway (starting with monthly surveys) • Business Index and Statistical Business Register in use • Linked administrative and survey data available for analysis, including VAT, PAYE and benefits data	• All business surveys online (2018/19) • Rationalised, modular business survey rollout • Mature linked data available for analysis
Social Data Collection Transformation	• Rationalised social survey design developed • All field interviewers on high speed and mobile connections • Recruitment of non- permanent field force bank commences	• Modular Survey methodology developed and piloting underway(starting with financial surveys) • First household survey online • Tablets extensively tested for International Passenger Survey. • Cross Government survey rationalisation discussions ongoing	• Rationalised, modular social survey rollout • Mixed-mode surveys operational • Tablets implemented for International Passenger Survey.
Public Policy Analysis Reform	• Agree PPA strategy and roadmap • Complete 2-3 data science prototypes • Issue analytical update on migration	• Launch new policy unit interfacing with Whitehall • Launch a wider suite of migration statistics as a response to improved data sources.	• Commence outsourced statistics contracts
Census	• Publish Response to Topic Consultation • Publish Annual Admin Data Assessment and Admin Data Research Output • Carry out 10,000 Census test in July 2016	• Conduct 2017 Census Test and evaluation • Prepare for primary legislation (e.g. sexual identity question) if required • Undertake large scale procurements for 2019 Rehearsal and 2021 Census operations	• Census Whitepaper, Order and Regulation • 2019 Census Rehearsal • Ramp up for 2021 Census

15. The Data Collection Transformation Programme (DCTP) has five key strands of activity:

    i.   moving survey data collection online;
    ii.   integrating survey and administrative data;
    iii. system integration;
    iv.   survey redesign; and
    v.   social survey field operation modernisation.

16. This will enable a step-change in the breadth and depth of our statistical outputs and deliver at least a 19% (£7m) budget reduction on the £37.6m baseline when combined with ongoing efficiencies.

17. The biggest benefits will come from transformation using integrated survey and administrative data, but the other strands are key enablers of cash-releasing benefits. As noted previously, having a secure environment for analysis is a key dependency.

18. We have already delivered 4% (£1.6m) of the 19% budget reduction. However, having generated income of c £4m per year through new social and business survey contracts, and having implemented a new purchases survey, our total operating costs have increased. We are therefore carefully recording the components of change to enable a robust assessment *on a like for like basis* over the SR period. We have received a 'green' internal audit on our monitoring processes.

19. At the current rate, we would deliver an overall 16% (£6m) budget reduction during the SR period, a £1m shortfall. However, capacity constraints in development of new technology platforms, in particular the online survey platform and the processing platform, put even the current rate at risk. We are making good progress in moving business surveys online but social survey requirements are more challenging. As a result of this, and our decision to use the same platform for the 2017 census test, social survey functionality will not be in place for at least 12 months. Current plans for the new processing platform will not enable processing of rationalised business surveys until late 2018, whereas new designs will be ready for piloting during 2017.

20. Our priorities for business survey cash-releasing benefits are already well understood and we have just completed work with Deloitte to develop a detailed costs model to enable prioritisation of our social survey developments. We are working with our technology colleagues to identify interim solutions whilst ONS platforms are developed, including partnership opportunities with external agencies. We will shortly be meeting the key social surveys organisations to discuss the possibilities.

21. As previously noted there is also an opportunity to align our social statistics redesign with the research into a new census system of linked administrative and survey data, accelerating the development of our new social statistics system.

Financials

22. The table below shows the Deliver budget for the period of the spending review, excluding the impact of income. The total efficiencies required to be delivered by the end of the spending review amount to £7.4m or 19.7% of the budget in 2015/16.

Table 2: Data Collection, Deliver Budget

			Figures in £m	
	16/17	17/18	18/19	19/20
Start budget	**37.6**	**36.9**	**36.1**	**35.0**
Pay increases and inflation	1.5	0.5	0.5	0.5
SR15 efficiencies	-2.2	-1.1	-0.3	-0.3
Transformation savings	0	-0.2	-1.3	-2.0
Net budget (end year)	**36.9**	**36.1**	**35.0**	**33.2**

Table 3: Data Collection, Additional sources of funding

			Figures in £m	
	16/17	17/18	18/19	19/20
Reform	0.9	1.1	1.9	1.9
Transform	6.1	7.2	7.2	6.1

23. Having generated income of c £4m per year through new social and business survey contracts, and having implemented a new purchases survey, our total operating costs have increased. We are therefore carefully recording the components of change to enable a robust assessment *on a like for like basis* over the SR period. We have received a 'green' internal audit on our monitoring processes.

Census Transformation Programme

24. The Census Transformation Programme (CTP) is planning in three tranches around the 2017 Test, the 2019 Rehearsal and the 2021 Census Operations, outputs and recommendation on the future of Census statistics. In order to deliver the key objectives of the Census in the next two years CTP will be focussing on the following:

  i. *Admin Data Census:* Data acquisition and linkage activities in order to maintain progress towards a recommendation in 2023 about whether we can produce Census type statistics from linked admin data. Research Outputs will be released each autumn, followed by an assessment of how close we are to replacing the Census each spring. Priorities for 17/18 and 18/19 include producing household estimates below Local Authority geographies, adding individual characteristics such as health and using activity data to improve the accuracy of the population estimates.

  ii. *Procurement of services:* Procurement of the services required to deliver the 2019 Rehearsal and 2021 Census operations.

  iii. *2017 Test:* Running a successful April 2017 Test to establish the impact on response of including a sexual identity question and to evaluate field follow up options. This test will also test the best way to make initial contact with respondents and will be conducted at scale.

  iv. *Question development:* Continuing engagement with stakeholders in the development and testing of sensitive questions and topics, including ethnicity, gender, sexual identity and possibly veterans for inclusion in the Census Whitepaper.

  v. *Census Whitepaper and legislative requirements:* Produce a Census Whitepaper, outlining the Government's strategy for the 2021 Census (spring 2018) Order and

Regulation (2019) and making the case for primary legislation for a sexual/gender identity question, depending on the evaluation of the 2017 Test.

vi. *Technology Roadmap for 2019 Rehearsal:* Establishing the technology requirements for the 2019 Rehearsal and delivering the systems and services required to run an end to end Census process, including the production of outputs. We will plan and run an end to end Census rehearsal in Sprint 2019.

vii. *Innovation testing:* To examine all elements of our business process and look at where new technology, skills, digital channels and/or data can help improve delivery. These innovations will then be developed and tested with stakeholders.

Financials

25. The table below shows the deliver and transform budget for the Census Transformation Programme.

Table 4: Census Programme Budgets *Figures in £m*

		15/16	16/17	17/18	18/19	19/20	Total
Deliver		1.4	1.5	2.7	2.8	2.8	11.3
Transform		18.9	25.0	44.3	79.1	91.3	258.6
Of which[1]:	BSD	4.6	6.6	5.2	10.6	15.0	41.9
	Census	6.9	10.4	24.6	43.0	50.4	135.3
	CPS	0.1	0.1	0.1	0.1	0.2	0.7
	DC	1.8	0.9	1.2	1.3	1.3	6.4
	DTM	4.9	6.3	12.3	23.2	23.7	70.4
	Finance	0.2	0.3	0.3	0.3	0.3	1.3
	PPA	0.4	0.4	0.6	0.6	0.6	2.5
Total		**20.4**	**26.5**	**47.0**	**81.9**	**94.1**	**269.9**

Table 5: Census Programme Staffing

		15/16	16/17	17/18	18/19	19/20
		Figures in FTE at year end				
Deliver		34	30	38	38	38
Transform		243	287	376	387	426
Of which:	BSD	21	67	98	99	99
	Census	125	148	229	242	281
	CPS	3	3	3	3	3
	DC	38	22	25	25	25
	DTM	45	33	4	2	2
	Finance	3	5	5	5	5
	PPA	7	10	11	10	10
Total		**276**	**317**	**414**	**424**	**463**

Note: Figures for future years are currently best estimates.

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[1] Directorate acronyms used: BSD (Business Services and Development), CPS (Central Policy Secretariat), DC (Data Collection), DTM (Digital Services, Technology and Methodology), PPA (Public Policy Analysis Division)

Public Policy Reform

26. The Public Policy Analysis (PPA) corporate transformation has been slow to comprehensively respond to the strategy and needs to improve engagement with both the transformation agenda and a wider stakeholder community to better meet the country's needs. A new director, Emma Rourke came into post on 1 November; Emma will lead the development of the new PPA strategy and set out the sequence of activity that will enable the directorate to become fit for purpose.

27. PPA needs to reliably:

    i. increase its agility to fully mobilise the power of data and analysis;
    ii. obtain timelier, more granular data;
    iii. exploit the data revolution with open source as well as proprietary tools; and
    iv. present data and analysis in an unbiased way.

28. The first steps in PPA transformation fall across four main areas:

    i. A PPA strategy document orientated around the five corporate perspectives, comprising:

        a) a clear purpose statement for the directorate;
        b) measurable strategic objectives and a description of what 'brilliant' looks like; and
        c) an implementation roadmap that presents key transformation initiatives with priorities, cost estimates and schedules for delivery.

    ii. A high level operations and structure review which identifies strengths and recommendations for priority areas to increase efficiency and effectiveness.

    iii. A short, focused data science project to accelerate thinking and generate prototypes for future working across two policy areas; likely crime and health.

    iv. A focus on raising competence and confidence in problem solving methodology to provide a structure for change and consistency in translating policy into analysis.

29. This activity will require commercial partnerships to enable the required pace, and the necessary procurement activity is underway.

30. The new PPA strategy will encompass the full breadth of the public policy agenda, notably crime and migration. The directorate has an ambitious plan to draw in a broader data set, including Home Office exit checks data, to improve our migration statistics. As a result of gaining access to more data, new migration statistics will be published from early 2017/18, in addition to existing outputs.

31. In terms of crime, we are seeking to re-tender the Crime Survey for England and Wales, incorporating break clauses to enable the survey to be brought in-house at the right time. Our improving crime statistics work is aligned with Home Office priorities in the areas of protecting the vulnerable (domestic abuse and child sexual abuse) and reducing crime rates, where our recent work on fraud and cyber crime has been well received.

Financials

Table 6: Public Policy Reform   *Figures in £m*

	2016/17	2017/18	2018/19	2019/20
Budget *(Net efficiencies)*	20.5	20.7	20.7	20.7
SR15 Efficiencies	-0.5	-0.1	-0.3	-0.3
Budget Reform	2.7	3.2	3.5	3.8
Budget Transform	0.7	0.4	0.2	0.2
***Life Events Re-development Capital allocation**	0.3	0.1	0.2	0.2

Note: Life Events Re-development has a capital allocation in each respective year of SR15

32. These figures are subject to the directorate strategy review, implementation plan and associated efficiencies. The green/amber efficiencies agreed earlier this year, are now believed to be excessively conservative. The strategy will identify work that ceases so that resource can be deployed to invest analytical capability in key priority policy areas, for example, migration and strengthening the directorate's interface with Whitehall. Further efficiency savings are likely to be achieved through improved data processing and increasing capability around efficient analysis.

Ian Cope, Acting Deputy National Statistician for Population and Public Policy, 22 November 2016

A High Potential Development Scheme for the UK Statistics Authority

Purpose

1. This paper follows up on a previous paper on talent management presented to the Board in July 2016. It outlines plans to launch a pilot high potential development scheme for the UK Statistics Authority, targeted at Grades 6 and 7, in March 2017.

Recommendations

2. Members of the Authority Board are invited to:

   i. note the plans for a pilot High Potential Programme (HPP) and offer advice on the scheme; and
   ii. consider whether to volunteer to mentor individuals on the scheme.

Background

3. At the July Board meeting, Pam Davies provided an overview of how talent is currently managed within the organisation. It was agreed that the Board would consider talent again in the autumn.

4. Since that meeting, a new approach to talent management for high potential individuals has been developed. Jonathan Athow (Director General, Economic Statistics) tasked the organisation's current cohort of the Future and Senior Leaders schemes participants to develop a proposal for a high potential development scheme for the UK Statistics Authority. This work has been conducted in collaboration with the corporate Leadership Development and Talent Team.

Discussion

5. There is currently a gap in the UK Statistics Authority's high potential development offering. While cross Civil Service talent programmes exist (for example, the Fast Stream, the Future Leaders Scheme (FLS) and Senior Leaders Scheme (SLS)), there is not an offering for staff within the organisation that have high potential. Other Civil Service departments (for example, the Department for Work and Pensions (DWP) and Her Majesty's Revenue and Customs (HMRC)) run talent programmes in parallel to these cross Civil Service offerings.

6. With these thoughts in mind, this year's cohort of members of the cross-government FLS and SLS Schemes was tasked to develop an initial proposal for a high potential development scheme for the UK Statistics Authority.

7. The team has pro-actively taken this work forward and looked across the Civil Service and private sector for examples of best practice. Proposals to pilot a 12-month scheme aimed at Grade 6s and 7s from January 2017 were accepted by both the National Statistics Executive Group (NSEG) and ONS Business Group (OBG) in September 2016.

8. Since then the FLS/SLS team have worked in partnership with Business Services and Development (BSD) directorate, to develop a pilot high potential scheme. A key consideration has been to ensure that the HPP compliments, but also stands out from, other development offerings across the UK Statistics Authority.

9. The proposed high-level design of the HPP is based on best practice in other government departments, most notably HMRC. The detailed make-up of the scheme is currently in the process of being tailored by Whitehall & Industry Group (WIG) to meet UK Statistics Authority corporate needs.

10. The scheme will bring together a combination of topics, speakers, theories, and practical learning to bring a real diversity of perspectives and insights to common leadership challenges. A modular format is anticipated which will comprise two organisational insight days (to provide stimulus from other sectors of the UK corporate landscape). Senior managers from across the UK Statistics Authority will be utilised as mentors to the participants. Annex A provides a draft overview of the 'HPP Journey'.

11. The scheme will be based around three core aims:

    i. To act as a catalyst for change – leveraging a cohort of high potential individuals and provide them with the necessary skills to help drive forward the office transformation and change agenda;
    ii. To provide a mechanism for helping to build, retain and attract talent to the organisation – for the UK Statistics Authority it is about growing its capability to achieve its transformation; and
    iii. Promoting a diversity of thought – the importance of recognising different styles of leaders and developing a ~~complimentary~~ complementary team of leaders across a range of professions and leadership styles.

12. The purpose of the HPP, at a high-level, is five-fold. The scheme will enable participants to build skills and experience to help them:

    i. drive forward their own development through undertaking development opportunities;
    ii. develop the skills and behaviours required of a senior corporate leader;
    iii. build a close network of peers to support their development and effectiveness – building long-lasting, constructive and productive relationships;
    iv. act as a cohort of senior leaders to drive forward and champion change at a time of transformation; and
    v. be appreciative of different styles of leadership.

13. It is recognised that leadership development and high potential development is not exclusive to Grade 6s and 7s. As such we view HPP as being, in the longer-term, split into tiers that develop potential at all levels below the SCS. Again, this is a similar model to that used in HMRC and private sector providers such as John Lewis and Marks and Spencer. At this stage it is envisaged, if the pilot for HPP is successful, that a three tier offering could be made across the UK Statistics Authority in 2018 – with a scheme targeted at AA-EOs and another at HEO-SEOs.

14. The logistics of commencing HPP are still in the process of being refined and the overall cost of the scheme is still being negotiated, but it is anticipated to be approximately £3,000 per participant, based on 16 participants (circa £50,000).

David Matthews and Pam Davies, 22 November 2016

List of Annexes

Annex A   Outline proposal for a pilot programme for high potential G6 and G7 staff

Annex A   Outline proposal for a pilot programme for high potential G6 and G7 staff

Key themes
The proposed programme will cover the following key areas:
- Delivering through people and the value of relationships; getting the best from teams; self awareness; and influencing across the organisation.
- Tools and techniques for leadership and enhancing skill sets.
- Leading people through change, having difficult conversations, strengthening resilience.

Approach
The pilot programme will run with a cohort of 16 participants and take 12 months to complete.

The training will be modular to offer flexibility. WIG will utilise a blended learning approach which will include: practical workshops; diagnostic exercises; exploration of leadership theories/models; application of learning in real-life situations; learning in an external organisational context; action learning sets.

Programme overview

Module/Organisational Insight title	Learning outcomes Participants will:
Module 1: Launching the programme and conducting a leadership enquiry	- understand what to expect from the programme and look forward to engaging in it; - clarify how to maximise their programme learning; - expand their understanding of leadership and current ways of leading.
Module 2: Communicating with impact and engaging in crucial conversations	- understand their current impact; - enhance their presence and impact; - increase their capacity to engage in difficult conversations.
Module 3: Delivering through people and relationships	- increase their ability to develop high performing teams; - strengthen their capacity to work with conflict; - enhance their networking and influencing skills.
Module 4: Developing change leadership models, techniques and toolkits	- strengthen their understanding of how change happens; - increase their capacity to lead change processes; - enhance their ability to stimulate innovation.
Module 5: Anchoring the learning and celebrating success	- identify and celebrate their individual learning; - understand the potential impact of their collective learning; - learn how to sustain their development.
Organisational Insight Day 1: Leading from the middle, learning from another sector and applying locally	- learn from mid-tier leaders in other organisations; - develop strategies for influencing across the organisation; - test assumptions, theories and perspectives; and review learning that can be applied at the workplace.
Organisational Insight Day 2: Leading people through change, learning from another sector, focussing on organisational, team and personal application	- learn how another organisation has successfully led people through change; - develop strategies for leading change across the organisation; - test assumptions, theories and perspectives, reflect on observations and review learning that can be applied at the workplace.

Programme timeline