

# **UK STATISTICS AUTHORITY**

## **Minutes**

**Friday 16 December 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  
Mr Ed Humpherson  
Dr David Levy  
Ms Nora Nanayakkara  
Mr John Pullinger

### **Also in attendance**

Mr Robert Bumpstead  
Mr Joe Cuddeford  
Mr Ian Cope  
Ms Jackie Noorden (for item 7)  
Ms Heather Savory

### **Apologies**

Professor Jonathan Haskel

## **1. Apologies**

- 1.1 Apologies were received from Professor Jonathan Haskel.

## **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 29 November 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 the appointment process for the next Chair of the Authority, statistics on consumer prices, and branding and communications.
- 3.3 The meeting considered developments since the last meeting with the Administrative Data Research Network (ADRN). There were signs of good progress including the appointment of a new Data Negotiator post and promising conversations with departments. Senior level agreement had been reached but the test would be in whether the necessary data was provided to the Network.

## **4. Report from the Authority Chair**

- 4.1 The Chair reported on his activities since the last meeting, which included chairing a round table meeting on health and care statistics.

## **5. Report from the Chief Executive [SA(16)48]**

- 5.1 Mr Pullinger reported on activity and issues for December.
- 5.2 The meeting heard that the delivery confidence rating for the data collection transformation programme for its 2017-18 milestones had reduced. It was confirmed that the targets for 2016-17 were on track and that the electronic questionnaire would be ready in time for the 2017 Census test and the National Innovation Survey.
- 5.3 The Chair thanked Mr Pullinger for his report and conveyed the Board's full support. The Chair noted that there would be significant challenges in the coming years and it was the job of the Board to draw attention to these and discuss emerging problems. The Board had full confidence in the executive team and would continue to provide support and challenge.

## **6. Data Capability Plans and Priorities [SA(16)49]**

- 6.1 Ms Savory provided an update on the plans for improving Data Capability within ONS and across the wider work of the Authority. The overall objective was to support change through the organisation and improve capability to deliver on the strategy, particularly in data. This included delivering new systems, transforming the workforce, and restructuring governance to create 'one organisation' and to be 'GSS by default'. This would allow more efficient use of resources. A key part of this was to build capability and credibility across government.
- 6.2 The following comments were made in the discussion.
  - i. A new data architecture had been designed which was at the leading edge of industry standards. As this new infrastructure was stabilised, data and processes would be migrated across from legacy systems. The Board requested that specific metrics should be developed to track progress over time with this transition, such as the proportion of ONS outputs being produced through the

new architecture. Another key metric would be the number of legacy systems switched off.

- ii. While it was important to get the new architecture running, analysts should not wait for this before getting hold of data to experiment with it and uncover its potential.
- iii. The governance of the Data Science Campus was yet to be designed fully but would set out how projects and partners would be selected.

## **7. 2016 People Survey Results [SA(16)50]**

- 7.1 Ms Noorden presented the top-level messages emerging from analysis of the 2016 People Survey results for the UK Statistics Authority, including ONS.
- 7.2 The Board was encouraged to hear that overall the story was positive and the Employee Engagement Index was at 60 per cent, up from 54 per cent in 2015. Nevertheless the Board considered areas of relative weakness for further improvement next year.
- 7.3 It was suggested that the executive team could contact other organisations with high scores in particular areas to learn from them.

## **8. Stakeholder Management and Communications**

- 8.1 The Chair led a discussion about stakeholder management and communications. For some time the Board had highlighted this as an area for significant improvement.
- 8.2 The Board concluded that communication was essential to the whole business. It would not be possible to help people make better decisions unless the insight from data was communicated effectively.

## **9. Branding**

- 9.1 The Chair led a discussion about branding for the UK Statistics Authority, ONS and the Office for Statistics Regulation (OSR). Earlier in the year there had been a need to develop a new brand for the regulatory function, which had now been launched as OSR.
- 9.2 The meeting considered whether there was a need to review the branding for other parts of the business and concluded that there were no compelling reasons to depart from the current brands. The existing brand asset of ONS was strong and so changes should be incremental and decided through normal executive routes. The development of the brand identity for the OSR could be considered at the Regulation Committee in the first instance.

## **10. Report from the Chair of the Regulation Committee**

- 10.1 Professor Sir Adrian Smith reported on the meeting of the Regulation Committee held on 8 December.
- 10.2 The Regulation Committee had also considered progress by ONS with addressing the requirements set out in the assessment of the Consumer Prices Index including Owner Occupiers' Housing Costs (CPIH) CPIH. There remained some actions for ONS to provide assurance on. Mr Humpherson reported that a paper published by ONS on 6 December about the quality assurance of administrative data used to produce CPIH had been encouraging. Further information was due to be published by ONS in due course, leading to a decision at the February Regulation Committee as to whether or not the CPIH was ready to be re-designated as National Statistics.

## **11. Report from the Director General for Regulation [SA(16)53]**

- 11.1 Mr Humpherson provided an update on regulation activity since the last meeting.

- 11.2 The meeting heard about the launch of the new OSR. A more structured approach to statistical domains had now been adopted. Within the domain of health and social care, a successful roundtable event had been held in early December following previous events earlier in the year; the OSR was now considering the appropriate point to hand leadership of this back to the producers.

**12. Census Update [SA(16)54]**

- 12.1 Mr Cope provided an update on the Census Transformation Programme (CTP).
- 12.2 The meeting heard that Mr Pullinger had chaired a workshop to agree a shared understanding of the programme and project management techniques to be used to deliver the Census, including getting the right blend of agile methodology with key milestones. This workshop had also surfaced the importance of setting clear definitions for shared terminology such as 'capacity', which could refer to people or systems, and 'tried and tested', which meant an industry standard which had been tested and proven in the 2019 Census rehearsal.

**13. Any other business**

- 13.1 There was no other business. The Authority Board would meet next on Friday 27 January 2017 at 10:30 in London.

# UK STATISTICS AUTHORITY

## *Agenda*

**Friday 16 December 2016**

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

**Chair: Sir Andrew Dilnot**

**Apologies: Professor Jonathan Haskel**

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

1	Minutes and matters arising from previous meetings <ul style="list-style-type: none"><li>• Declarations of interest</li></ul>	Meeting of 29-11-16
2	Report from the Authority Chair	Sir Andrew Dilnot
3	Report from the Chief Executive	SA(16)48 Mr John Pullinger
4	Data Capability Plans and Priorities	SA(16)49 Ms Heather Savory
5	2016 People Survey Results	SA(16)50 Ms Jackie Noorden

**13:00 to 13:30 – Lunch**

6	Stakeholder Management and Communications	SA(16)51 Mr Chris Lines
7	Branding	Discussion Mr Chris Lines
8	Report from the Chair of the Regulation Committee	Meeting of 8-12-16 Professor Sir Adrian Smith
9	Report from the Director General for Regulation	SA(16)53 Mr Ed Humpherson
10	Census Update	SA(16)54 Mr Ian Cope
11	Any other business	

**Next meeting: Friday 27 January 2017, 10:30 to 16:00, London**

***Chief Executive's Report, December 2016***

**Purpose**

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

**Summary**

2. This is a stage of the year when it becomes much clearer which of the targets we set ourselves in the business plan will be met and which will be missed. As agreed when the business plan was published, our approach to setting targets has been to be stretching. At a time when we are looking to effect radical change we need even stretching targets to be met (and exceeded) but our risk tolerance, especially around innovation, means that we should not be surprised that some elements have not worked out as planned. My current assessment of where we are now is that the position is not as strong as I want but close to what can reasonably be expected given the challenge of making the scale of changes we need.
3. Reporting and scrutiny of our figures continues to be at a very high level of intensity. In recent weeks, statistics on migration, trade and crime as well as the general economic position have featured prominently.

**Review of recent activities**

4. The focus is on business plan delivery. Developments in recent weeks include the following.
  - i. Memorandum of Understanding signed with the Alan Turing Institute.
  - ii. Letter to Permanent Secretaries to advise them of a new protocol governing pre-release access to ONS releases. The protocol, which is expected to be referenced in an updated Ministerial Code later this month, provides a cap on the number of individuals in departments who can access any one release, and reduces the period of pre-release access from 24 to 21 hours. The protocol will come into force on 31 January 2017.
  - iii. Crime severity score published for the first time.
  - iv. New statistics published on domestic abuse in England and Wales, in collaboration with the Home Office, HM Inspector of Constabularies, the Crown Prosecution Service and the National Police Chiefs' Council.
  - v. Positive response to work plan for health statistics at round table event organised by Ed Humpherson and his team. This is a good example of joint endeavour by statisticians and other colleagues in several different organisations, which has already delivered benefits to users of statistics e.g. on cancer survival.
  - vi. Progress with securing data for the 'flow of funds' project, including signing partnership agreements with two data providers.
  - vii. Three breaches to 9:30 publishing deadline target this month (but position for 2016-17 remains substantially better than 2015-16).
  - viii. Final stages of preparation for the 2017 Census test with critical decisions due to be made before Christmas.

- ix. Delivery confidence for 2017-18 milestones for data collection transformation has reduced. Substantial activity is underway to get a clear plan for the next two years, including for the Census, in time for consideration of the business plan by the Board in the New Year.
- x. New Deputy Director (Ed Palmer) and four further economists have started work in London.
- xi. Welsh Government Minister for Skills and Science, Julie James AM, visited Newport to celebrate the arrival of the UK's first Data Science apprentices at the Data Science Campus. The Welsh Government has been a strong supporter of ONS work to up-skill staff through the Learning Academy.
- xii. Grade 6/7 leadership development programme successfully piloted before roll out in January.
- xiii. Engagement between ONS and a Lords EU Committee (about the UK-EU trade relationship), leading to a number of requests from Committees, seeking assistance in developing a strong evidence base for their inquiries.
- xiv. Agreement to delay the launch of the consultation on Sustainable Development Goals to spring 2017.

#### **Future look**

- 5. In the next few weeks we will finalise our plans for the coming years for consideration by the Board in January.

**John Pullinger, 9 December 2016**

***Data Capability – Plans and Priorities***

**Purpose**

1. This paper provides the Authority Board with an update on the plans for improving Data Capability within ONS and across the wider work of the Authority.

**Recommendation**

2. Members of the Authority Board are invited to give their views on the strategic direction presented, and progress to date.

**Background**

3. The overall aim of Data Capability is to support change across the statistical system to embrace the opportunities of the data revolution, aligning with the objectives set out in the Better Statistics, Better Decisions strategy and the direction set by the Spending Review 2015 settlement. Our work will be 'GSS by default' and support the development of the products our users demand, and also improve our efficiency and productivity. This will enable radical change and underpin the most fundamental transformation of the work of the Office for National Statistics since its inception. Transformation will be particularly apparent in our use of technology and digital services, the way we collect and use data, and how we build an office with capability which is fit for the future.
4. We are rethinking the way we work; how we assemble and deliver systems and services to respond rapidly to our users' and our staff's expectations of digital systems and communications; and the roles, skills and functions that we perform to enable us to work effectively as a single organisation, rather than a collection of silos, and to use a wide range of data sources effectively. The ultimate purpose of the developments outlined below is more efficiency and better statistics.
5. Recent progress towards this agenda has proven the level of our ambition:

***Data Policy and Standards***

- i. We are the lead for the Statistics and Research strand of the data access legislation which is making good progress through Parliament.
- ii. We are looking in detail at all our data policies and standards across the office with a view to modernising and simplifying them.

***Digital and Technology Transformation***

- i. Improvements in the ONS technology infrastructure (for example WiFi, Outlook and introduction of video conferencing facilities) has modernised the ONS estate.
- ii. The new ONS website was launched in March 2016. The site was well received as a modern platform for data dissemination. The organisation has also continued to build on the Visual.ONS site and run an alpha pilot of Local.ONS as a modern platform for the dissemination of small area statistics.
- iii. Digital Technology and Methodology Directorate (DTM) have undertaken a whole-scale re-organisation in order to provide a better service across the business. Work has begun to move toward a small set of generic platforms and a service oriented architecture.



### *Workforce Transformation*

- i. March 2016 saw the completion of a satisfactory pay deal which removed many of the legacy issues surrounding pay. How we move from here to a satisfactory pay and reward system for the future will be important.
- ii. The ONS Learning Academy launched in April 2016 and has been aligning its learning offer to the strategic needs of the organisation.
- iii. The 2016 Voluntary Exit Scheme completed on 19 July, seeing 143 employees leave the organisation. This reduction comes from within the existing (deliver) workforce, therefore aligning to our workforce transformation plans.

### *Capability and Innovation*

- i. Starting from scratch in April the Data Science Campus was established (through a temporary location) in September 2016. A Managing Director has been recruited and will join us full-time in January 2017. The Campus will publish its first outputs in early 2017.
- ii. The Garrett Review of Methodology made recommendations to improve our cross-office approach to Methodology. This, combined with work on our data policies and standards, has led to the formation of a new Directorate for Statistical Methods, Research and Innovation. A Director is being recruited to lead this together with a Chief Data Architect who will oversee our data policies and information infrastructure.
- iii. Recruitment of professional skills has improved with successful economist recruitment and the establishment of a data science apprenticeship scheme. Innovative recruitment methods, partnerships with academic institutions, service delivery models, and improvements to workforce planning are all being used to help us increase our capability.
- iv. We are investing heavily in Agile coaching and smart working to promote cross-functional working across the office.

### *Professional Services*

- i. During 2016 we created a more centralised model for the programme and project management community in order to improve the way we manage our investment programmes, and develop a more efficient operating model.
  - ii. Improvements to the operation of the Portfolio Committee and Design Authority have simplified governance around programmes and projects and allowed for progress to be made in alignment with our strategy and business plan.
6. Although this progress is positive it is just the beginning of our transformation. We continue to grapple with legacy systems, data silos, and a shortage of capability to deliver digital transformation. Demand on DTM Directorate from across the business is high and prioritisation has sometimes been a challenge. Challenges also remain in recruiting the numbers of professional staff required, particularly given the scope of local labour markets.
7. Our customers need resolution to these issues if we are to provide them with the people, processes and systems to support the production of statistics and analysis suited to a modern world. We will continue to transform, at pace, to meet digital, technology and capability challenges whilst maintaining the highest levels of quality in our statistics.

### **Discussion**

8. Our plans for improving Data Capability outline how we will develop many of the services and infrastructure which underpin the production of statistics, analysis and data in a modern statistical office. A summary of these plans is below; each area within Data Capability also has a detailed medium term business plan which are in the process of being revised during the current planning round.

### Data Policy and Standards

9. If we are to transform the statistics and analysis we provide to help Britain make better decisions we must be ready to exploit the data which is, and will become, available to us. We are developing our platform for data acquisition and processing to enable improved use of data for statistics, research and decision making. This work cuts across many areas of the organisation (including the Data Collection and Economic Statistics Transformation Programmes) and the wider system of UK official statistics. Our system needs to encourage us to think of data as a service – and deliver this service to our users as a rich source of knowledge from multiple sources which can be tapped into to answer key questions about UK performance. In order to enable this we must make changes to the policies, standards and governance around the flow and use of data across UK official statistics.
10. Some key activities and milestones for data policy and standards are:
  - i. To continue the development of data access legislation between the UK Statistics Authority, the Department for Culture, Media and Sports (DCMS), the Cabinet Office and other departments. We hope to see this process come to fruition in 2017 which will remove restrictions around the use of admin data for statistical and research purposes.
  - ii. To ensure we are ready to make increased use of administrative data and commercial data in the production of statistics and analysis. We are putting in place the building blocks we need as barriers to acquisition are reduced or removed over time, this includes systems development (covered below) but also work around policies and standards. For example, summer 2017 will see the introduction of a revised Code of Practice for Data Sharing to reflect the new arrangements and to allow us to unlock the power of the digital economy.
  - iii. ONS are also currently developing 'beta' versions of systems to allow the matching and referencing of addresses and to develop a central index of businesses. Both developments, currently due to deliver in April 2017, are designed to meet ONS needs but with one eye on wider government and national requirements. The resulting registers form a fundamental part of the infrastructure required to underpin the collection and maintenance of data by ONS but in the longer term both developments have potential to play a key role in national digital infrastructure.
  - iv. By April 2017 we will have adopted the recommendations of the recent Methodology Review and transformed both the services and the governance of this area. This will allow our methods to be responsive to user needs and provide the methodology services needed for our target operating model, for example the increased use of admin data. We will have appointed an outward facing leader to drive the research agenda and work with academia (and other research bodies).
  - v. As we make greater use of data we also need to consider our security arrangements, making sure we look after the data which is entrusted to us but also to ensure we are able to use data effectively. In early 2017 we will complete a review of ONS data security arrangements and agree how we operate in the future.

### Digital and Technology Transformation

11. In order to support the production process within ONS we need to move away from 'silo' applications with the provision of a small number of generic platforms covering the areas of: data acquisition; data preparation; data analysis; and the publishing and dissemination of data and statistics. These platforms will be developed and used for multiple purposes allowing us to utilise technology as an enabler for change and innovation. We will also complete the process of modernising the ONS technology and data estate moving away from old and, in some cases, highly risky applications and systems.
12. Some key activities and milestones for digital and technology transformation are:

- i. We are working collaboratively with every area of the business, particularly our major change programmes, to understand and develop strategic platforms which support the delivery of statistical products. An updated roadmap will be in place by January 2017, building on our existing planning and ensuring plans for platform development align with revised business and programme plans.
- ii. Development work will continue on all platforms next year. Immediate priorities include: survey data collection to support online surveys (including for the 2017 Census test); products needed to collect, process and deliver VAT data into National Accounts; continued development of the Address Index, Business Index and Statistical Business Register; and discoveries covering Census and Social survey needs to inform future plans.
- iii. Our IT infrastructure will continue to modernise with (for example): the development of Unified End User Computing Platform (includes Office 365 rollout, Windows provision, Active Directory update, Virtual Desktop infrastructure); continuation of Lotus Notes replacement; installation of video-conferencing in every meeting room; and development of an Application Programming Interface (API) gateway.
- iv. We will build on the successful launch of the ONS website to continue to improve our web estate. This will include providing a modern platform for the dissemination of sub-national and small area statistics, and consideration of how to provide a platform for the dissemination of statistics and analysis from across the GSS. We also need to consider how we will support online platforms for the UK Statistics Authority, the Data Science Campus and Economics Statistics Centre of Excellence (ESCoE), in light of the forthcoming Communications and Branding Strategy and in January we will develop an updated roadmap for our web estate development.

#### Workforce Transformation

13. NSEG and the Authority Board approved our workforce transformation plan in September 2015. This plan focussed on how we will improve our skills and capabilities, re-design the workforce, and improve pay and reward. The transformation of our workforce is fundamentally linked to the transformation of our business operations and services. For example, a reduction in administrative work through the transformation of our data collection model will lead to a reduction in certain types of post; a focus on more innovative and informative outputs will call for new skills in analysis and data science. We know in the future we want our workforce to be dynamic, flexible, engaged, rewarded and have a high skills base which we will both attract and grow. We can only deliver the transformation of the organisation if we have the right people, in the right place and at the right time. Data Capability are playing a key role in making this happen.
14. Some key activities and milestones for Workforce Transformation are:
  - i. By the end of 2017 we will have finalised the ONS high-level Target Operating Model and built more detailed Target Operating Models for specific parts of the business. This will help us re-design the organisation in the years ahead.
  - ii. Several areas of the office will actively re-design their services and will be supported through these challenges by Data Capability. This will include the full implementation of a revised DTM structure following completion of all 'mapping and matching' before the end of 2016, and organisational design work in support of the future operating models for Methodology, Data Collection and Economic Statistics during 2017.
  - iii. By January 2017 we will have completed the re-design of the Customer First service offer, improving the ability of the organisation to recruit the skills it needs and offering a more flexible and modern approach.
  - iv. We will continue to improve our workforce planning as part of the planning approach to be completed by January 2017. In March 2017 we will conduct a second Strengths Finder exercise to drill down further into the skills and qualifications of the workforce – this data will continue to inform the Learning Academy programme and recruitment plans. We will also look to systematise our

approach to workforce planning in order to ensure we reach full maturity in the integration of operational, financial and workforce plans. This will provide a single corporate approach with appropriate systems and governance.

- v. Building on the launch of the Learning Academy in 2016, by April 2017 we will launch the Learning Academy as a regional hub. The 2017 Learning Academy programme will fully align to the needs of ONS and the wider community. During 2017 we will complete the re-development of the Learning Facilities in Titchfield and Newport, allowing for a more contemporary Learning and Development offer.
- vi. GSS Learning Academy set up the cross government participation in the Data Science campus sponsored MSc and is launching an academic collaboration network for MSc provision to the analyst's community in January 2017. We will also continue to work with Southampton University as a data science mentor provider for the wider ONS analytical community.
- vii. We will develop our understanding of career pathways across different professional groups. By April 2017 we hope to introduce IT and Digital career pathways to aid the development of staff in this important area.
- viii. Strong leadership will be fundamental to the successful delivery of transformation in ONS and we will continue to deliver targeted Leadership Development to SCS and Grade 6/7 staff within the organisation, focusing specifically on the management of change.
- ix. To support workforce change we will deliver annual voluntary severance schemes, in 2017 this will likely be focussed on a small targeted section of the workforce where voluntary severance is the most suitable option for the employee.
- x. By the end of 2017 we will reach compliance with Civil Service target of 2.3 per cent of the England workforce population being apprentices. In parallel there will also be a significant expansion of the apprentice workforce in Newport, outside of the Civil Service target.
- xi. We will re-design our approach to performance management with wide stakeholder engagement, implementing a new approach in advance of August 2018 as performance management is linked fully to the pay model. We will also, by December 2017, consider alternative and innovative approaches to rewards and incentives to actively encourage high performance.

#### Data Science Campus

15. ONS is developing a Data Science Campus to establish an internationally renowned centre for Data Science and Data Engineering. The two broad programmes of work are capability and research and development. Capability is focussing on implementing programmes at Apprentice, Masters, and Doctoral level. The first apprentices are already in place and a selection of civil servants are being sponsored on existing Data Science MSc courses, prior to the Campus's own accredited MSc starting in September 2017. Research and development will focus on short data science research projects, run in conjunction with a range of third parties to measure activity and inform policy in various areas under five themes which are: measuring the sharing economy; people; urban and rural futures; sustainability; and the UK in a global context. Departments working with ONS on these projects at present include Department for Environment Food and Rural Affairs (Defra), DCMS, DfID and Welsh Government. ONS is working with other government departments and third parties and memoranda of understanding have already been signed with a number of institutions including Bath and Warwick Universities and Statistics Netherlands.
16. Some activities and key milestones for the Data Science Campus are as follows.
- i. Formal opening of the location for the Campus by April 2017.
  - ii. Onboard additional Research Staff and launch new project teams, three in Apr 2017 and one in Sept 2017.
  - iii. The first GSS Learning Academy Data Analytics apprentices started in November 2016 in Newport. An England cohort is planned between ONS and other

government departments in the New Year. The Learning Academy is now offering online data science learning alongside the practical project mentoring to departments in the Wales and South West region.

- iv. Deliver first research outcomes, from two projects by August 2017, and a further three by March 2018.
- v. Initiate three new research projects in April 2017 and ensure all five themes have been explored by this stage, with a further two projects launched by March 2018.
- vi. Expand Level 4 Data Science Apprenticeship with second intake in September 2016 and 100 per cent increase in participant numbers over first intake.
- vii. Maintain MSc programme in Data Science for internal ONS staff for academic year 2017/18 with new intake as necessary by September 2017.
- viii. Expand external PhD programme with funding for an additional two PhDs at new partner Universities.

#### *Providing Professional Services*

17. In addition to those areas covered above we will continue to provide improved professional services to support the organisation and to work with others to allow us to deliver outcomes at pace. For example:
- i. We have an ambitious programme of property development as we seek to optimise our space, create an innovative, flexible and efficient environment and align with the Government Estates Strategy. By end March 2017 we will complete phase 1 of the Data Science Campus in Newport. We also aim to have at least 20 per cent of the estate configured as a 'smart' workplace by April 2017; this work will continue to grow into next year.
  - ii. Our Portfolio Management Division will provide increasing capability in programme and project management, supporting the delivery of our transformation programme.
  - iii. Our Commercial Services will work with the business to find alternative solutions to delivery, transforming procurement and commercial operations to be, and be seen as, a more enabling service.
  - iv. Our corporate planning, assurance and risk functions will continue to grow in maturity, simplify process and ensure the organisation is resilient to threats and open to exploiting opportunities. By April 2017 we will build on recent progress in these areas and introduce a new Division to develop a corporate planning, assurance and risk approach which represents best practice and looks system wide as well as organisation specific. We will develop the link between customer needs, our plans, the resources we apply to them and the progress towards achieving our objectives, giving us confidence in terms of the resilience of the organisation.

#### **Conclusion**

18. We have already made considerable progress with our plans to improve Data Capability within ONS, the Authority and across the statistical system. However, the majority of our challenges lie ahead and we plan to accelerate our transformation over the coming months. We must be conscious of how fundamental this change will be and how important it is that we work together, across areas of the organisation and with colleagues across Government and beyond, to deliver our priorities.

19. The coming year will be a challenge but also one which will see many more of the key building blocks coming into place.

**Heather Savory, Deputy National Statistician for Data Capability, 8 December 2016**

## **UK STATISTICS AUTHORITY**

SA(16)50

### ***2016 People Survey – Key Messages and Next Steps***

#### **Purpose**

1. This note covers a paper on the results from the 2016 People Survey paper. A version of this paper is due to be discussed at the National Statistics Executive Group (NSEG) on Monday 12 December.
2. The National Statistician will report on the outcome of the NSEG discussion at the Board meeting.

**Secretariat, UK Statistics Authority, 9 December 2016**

# UK STATISTICS AUTHORITY

## NATIONAL STATISTICS EXECUTIVE GROUP

### *2016 People Survey – Key Messages and Next Steps*

#### **Purpose**

1. This paper presents the top-level organisation messages emerging from analysis of the 2016 People Survey results for the UK Statistics Authority, including ONS ('the organisation'). The analysis was developed by a cross-disciplinary analysis team (see **Annex A**).
2. The paper outlines a path for using this information to support efforts to build engagement across the organisation.

#### **Recommendations**

3. Members of the National Statistics Executive Group (NSEG) are invited to:
  - i. comment on the key messages emerging from the analysis; and
  - ii. consider the proposed next steps.

#### **Background**

4. Developing a skilled, resilient workforce ready for change and fully engaged in the business is central to achieving our key objectives as set out in the *Better Statistics, Better Decisions* strategy.
5. In July 2016 the Executive agreed to a new approach for monitoring and building engagement. This consisted of making staff engagement a continuous activity and this would be the responsibility of all individual business areas.
6. Overall responsibility for identifying and disseminating engagement best practice sits with People and Capability Division and with the Communication Division.

#### **Discussion**

##### Key findings

7. A summary of engagement by business area has been included at **Annex B** but key findings are shown below.
  - i. Employee Engagement Index (EEI) for the organisation is 60 per cent, up from 54 per cent in 2015 and comparable with our 2014 result.
  - ii. We have moved into the top half of Civil Service departments for EEI this year, compared to being close to the bottom quarter in 2015 (our EEI is +3 percentage points on the Civil Service as a whole compared to -5 percentage points last year) and have closed the gap on high performing departments (top quartile) from -9 percentage points to -5 percentage points.
  - iii. There has been improvement across all engagement themes, with the greatest increase showing in:
    - pay and benefits 35 per cent (+18 percentage points);
    - organisational objectives and purpose 83 per cent (+12 percentage points); and
    - leadership & managing change 39 per cent (+9 percentage points)

### Professions analysis

8. Compared to their analytical profession colleagues, (e.g. economists, statisticians, researchers etc) operational delivery (including general administration and management) staff:
  - feel less valued;
  - have lower satisfaction levels;
  - feel they have less of a say in how they work; and
  - feel they have less of an opportunity to develop their career in ONS.

### Diversity analysis

9. There was little difference between the scores for engagement, discrimination, bullying and harassment levels when broken down by ethnicity and gender.
10. Those who identified themselves as having a disability:
  - had lower engagement levels; and
  - reported higher levels of discrimination, harassment and bullying than other colleagues.

### Next Steps

11. The results of the 2016 People Survey show a number of positive changes. As an organisation we have seen engagement and scores across all themes improve, and in some cases are now at their highest level since the People Survey was first run (see **Annex C**). Nonetheless, there is still significant room for improvement if we aspire to be a high performing department with a diverse, skilled, resilient and professionalised workforce. This will be challenging as we go into a period of greater change over the next couple of years. Ensuring we build on the positivity of those who thrive in change while bringing those who find it more challenging with us will be vital. For leaders at all levels across the organisation a pertinent question might be *“What can I do differently to successfully lead change for all staff?”*
12. The People Survey results and analysis have been shared more quickly and distributed more widely than in previous years. It is vital we build on this momentum if we are to see progress in improving employee engagement.
13. To support managers in building engagement plans, an analysis tool was produced in early December. This enables all staff to look at theme level results for each business area and by a range of demographic and other variables. All directors will shortly receive analysis packs through their HR Business Partners to help them in planning activity in their area. Collectively this information should help inform engagement building activity in each area, but should not delay it.
14. Teams will look to learn from top performing areas of the office, and also those areas who demonstrate significant year on year improvement. Where one team does particularly well on learning and development, for example, others should look to learn from what they do.
15. A new method for measuring progress in building engagement across the organisation will be introduced in January 2017. As part of their monthly reports, Directors will be asked for their (non-numerical) assessment and explanation of whether engagement is improving, remaining stable or declining in their area, and to provide a rationale for their assessment. The aim of this is to foster a culture of continuous, local level work on improving employee engagement with suitable oversight from the organisation's senior leadership. Further details will be provided imminently.



16. Finally, only 36 per cent of respondents believe the SCS will take action to address workforce issues raised through the survey, although this is an increase of 6 percentage points on last year. In this instance actions speak louder than words making it vital for all SCS to actively progress changes across those areas for which they are responsible.

**Richard Campbell, People and Capability Division, ONS, 28 November 2016**

#### **List of Annexes**

- Annex A    Analysis team members**
- Annex B    Employee engagement by business area**
- Annex C    People Survey scores over time, 2009-2016**
- Annex D    Rankings by team and response rates**
- Annex E    Full People Survey Report for the Authority and ONS**

## **Annex A      Analysis team members**

### **Analysis group members**

Nicky Pearce (Wellbeing, Inequalities, Sustainability and Environment Division)

Chris Watkins (Economic Advice & Analysis Division)

Arturas Eidukas (Prices Division)

Richard Campbell (People & Capability Division)

Victoria Jenkins (People & Capability Division)

### **People Survey administration**

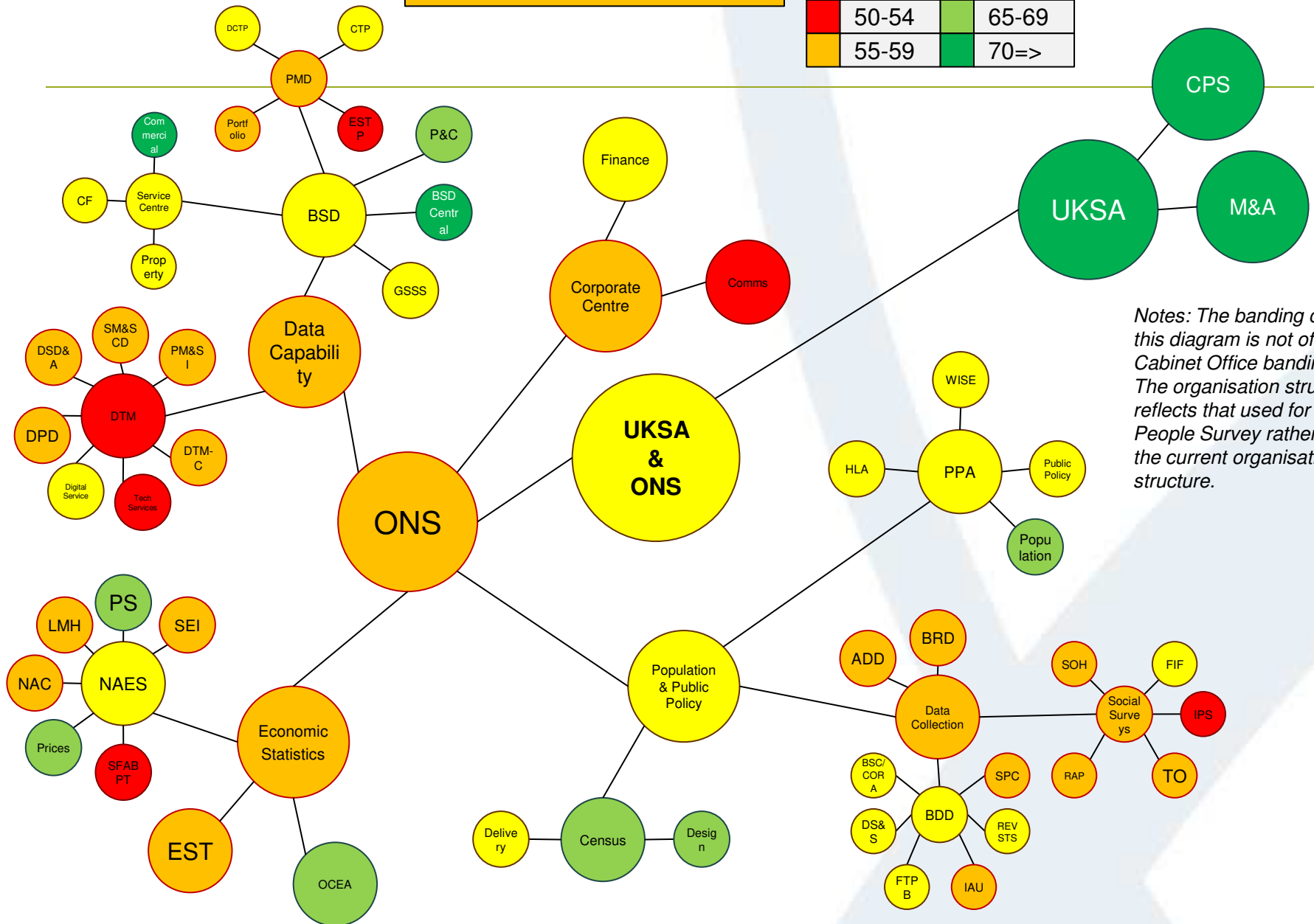
Nicola Lane (People & Capability Division)

Bernadette Newton (People & Capability Division)

# EEI at a Glance

EEI (%)

<=49	60-64
50-54	65-69
55-59	70=>



Notes: The banding of EEI in this diagram is not official Cabinet Office banding. The organisation structure reflects that used for the People Survey rather than the current organisational structure.

# Annex C: People Survey Scores over time

Theme	2009	2010	2011	2012	2013	2014	2015	2016
<b>Employee Engagement Index</b>	<b>55</b>	<b>57</b>	<b>56</b>	<b>57</b>	<b>58</b>	<b>60</b>	<b>54</b>	<b>60</b>
My work	69	71	69	70	72	74	71	75
Organisational objectives and purpose	79	82	81	80	81	82	71	83
My manager	65	67	65	64	65	68	66	68
My team	74	77	77	76	77	79	79	80
Learning and development	50	47	44	45	50	52	49	52
Inclusion and fair treatment	77	79	78	77	78	79	75	78
Resources and workload	76	79	78	77	77	78	76	76
Pay and benefits	31	34	30	31	29	25	17	35
Leadership and managing change	30	36	32	33	35	37	30	39

# Rank by theme/team

	Engagement Index	My work	Organisation al objectives and purpose	My manager	My team	Learning and fair development	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leadership and managing change	
BSD Central	1	2	12	1	28	6	13	20	2	4	
Central Policy Secretariat	2	5	2	11	1	11	2	3	13	1	
Monitoring and Assessment	3	3	4	6	4	2	5	5	1	1	
Public Sector	4	4	7	20	19	1	6	15	10	8	
Population Statistics	5	9	9	12	8	5	8	12	8	6	
Census Transformation Programme Design	6	28	11	9	16	21	18	17	16	5	
Prices	7	12	6	2	10	19	1	2	25	14	
OCEA	8	13	5	23	6	8	20	27	14	11	
People and Capability	9	8	25	17	3	3	22	23	3	7	
Health Analysis and Life Events	10	6	19	3	11	16	11	6	27	18	
Finance	11	17	8	5	17	12	9	10	17	12	
Census Transformation Programme Delivery	12	27	21	29	18	22	24	24	4	25	
Service Centre	13	22	10	30	30	10	25	13	11	15	
Public Policy	14	18	15	28	13	20	4	9	6	10	
Digital Services Division	15	1	1	4	2	9	3	22	12	3	
Well-Being, Inequalities, Sustainability and Environment	16	15	28	8	15	18	7	19	7	5	
GSS Professional Support	17	11	32	25	24	25	27	28	5	13	
Business Data	18	30	18	16	25	7	15	4	28	16	
Labour Market and Household	19	7	28	13	21	26	12	7	23	26	
Population Methodology and Statistical Infrastructure	20	10	3	21	29	13	13	25	30	17	
Portfolio Management Division (PMD)	21	21	16	14	23	4	23	14	9	15	
Survey Methodology and Statistical Computing Division	22	24	13	26	26	23	16	18	21	27	
Surveys and Economic Indicators	23	13	23	7	12	14	17	16	19	23	
Administrative Data	24	29	27	19	7	27	28	32	24	24	
Business Registers Division	25	25	30	27	27	17	21	1	32	30	
Social Surveys	26	34	20	32	34	33	30	11	31	32	
National Accounts Coordination	27	16	31	18	22	24	10	8	22	25	
DTM Central Office (inc DTM Director)	28	26	26	33	33	32	32	30	34	28	
Digital Publishing Division	29	20	14	22	5	28	29	26	15	21	
Economic Statistics Transformation	30	23	24	15	20	14	19	21	26	20	
Discovery, Service Design and Assurance	31	19	22	10	9	29	26	29	29	31	
Sector and Financial Accounts, Balance of Payments and Trade	32	31	33	31	14	31	31	33	20	33	
Communications	33	32	17	24	31	30	33	31	18	21	
Technology Services Division	34	33	34	34	32	34	34	34	33	34	

# Response rate and change in engagement

Team	Response Rate	Engagement Index 2016	Engagement Index 2015	Engagement Index (change)
BSD Central	83.3	81.5	66.9	14.6
Central Policy Secretariat	97.7	75.0	68.8	6.2
Monitoring and Assessment	80.0	72.2	64.4	7.8
Public Sector	85.4	67.1	50.2	16.8
Population Statistics	85.5	67.0	54.8	12.2
Census Transformation Programme Design	74.4	65.3	56.1	9.2
Prices	71.4	64.8	55.0	9.8
OCEA	92.0	64.8	60.2	4.6
People and Capability	88.5	64.5	57.2	7.3
Health Analysis and Life Events	71.3	63.9	50.2	13.7
Finance	89.4	63.4	56.3	7.1
Census Transformation Programme Delivery	94.9	63.3	50.0	13.3
Service Centre	85.2	62.8	53.9	9.0
Public Policy	75.7	62.7	52.7	10.0
Digital Services Division	56.5	62.3	-	-
Well-Being, Inequalities, Sustainability and Environment	73.3	61.8	52.8	9.0
GSS Professional Support	83.0	61.4	50.0	11.4
Business Data	70.9	61.1	58.8	2.3
Labour Market and Household	62.9	59.4	48.7	10.8
Population Methodology and Statistical Infrastructure	67.2	59.2	55.6	3.6
Portfolio Management Division (PMD)	91.9	59.1	-	-
Survey Methodology and Statistical Computing Division	66.3	59.0	50.5	8.4
Surveys and Economic Indicators	68.9	58.8	53.5	5.3
Administrative Data	77.1	58.3	54.3	4.0
Business Registers Division	72.5	58.2	53.9	4.2
Social Surveys	60.1	58.0	53.2	4.8
National Accounts Coordination	69.8	57.8	49.1	8.8
DTM Central Office (inc DTM Director)	135.7	57.6	-	-
Digital Publishing Division	77.6	57.5	42.4	15.1
Economic Statistics Transformation	73.0	56.0	-	-
Discovery, Service Design and Assurance	112.5	55.9	47.9	8.1
Sector and Financial Accounts, Balance of Payments and Trade	85.1	50.7	45.6	5.1
Communications	100.0	49.3	51.5	-2.2
Technology Services Division	52.7	45.2	47.8	-2.7

Returns : 2,717

Response rate : 71%

Civil Service People Survey 2016



Strength of association with engagement

◇ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

## Engagement Index

60%

Difference from  
previous survey +6 ◇

Difference from Civil  
Service +3 ◇

Difference from high  
performing units -5 ◇

## My work

74%

Difference from  
previous survey +3 ◇

Difference from Civil  
Service +2 ◇

Difference from high  
performing units -7 ◇

## Organisational objectives and purpose

83%

Difference from  
previous survey +12 ◇

Difference from Civil  
Service +2 ◇

Difference from high  
performing units -8 ◇

## My manager

68%

Difference from  
previous survey +2 ◇

Difference from Civil  
Service 0

Difference from high  
performing units -9 ◇

## My team

80%

Difference from  
previous survey +1

Difference from Civil  
Service -1 ◇

Difference from high  
performing units -9 ◇

## Learning and development

52%

Difference from  
previous survey +3 ◇

Difference from Civil  
Service 0

Difference from high  
performing units -11 ◇

## Inclusion and fair treatment

78%

Difference from  
previous survey +3 ◇

Difference from Civil  
Service +4 ◇

Difference from high  
performing units -5 ◇

## Resources and workload

76%

Difference from  
previous survey +1

Difference from Civil  
Service +5 ◇

Difference from high  
performing units -3 ◇

## Pay and benefits

35%

Difference from  
previous survey +18 ◇

Difference from Civil  
Service +4 ◇

Difference from high  
performing units -7 ◇

## Leadership and managing change

39%










Difference from  
previous survey +9 ◇

Difference from Civil  
Service -1

Difference from high  
performing units -14 ◇

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

### Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
Leadership and managing change		39%	+9 ✧	-1	-14 ✧
My work		74%	+3 ✧	+2 ✧	-7 ✧
My manager		68%	+2 ✧	0	-9 ✧
Resources and workload		76%	+1	+5 ✧	-3 ✧
Learning and development		52%	+3 ✧	0	-11 ✧
Pay and benefits		35%	+18 ✧	+4 ✧	-7 ✧
Organisational objectives and purpose		83%	+12 ✧	+2 ✧	-8 ✧
Inclusion and fair treatment		78%	+3 ✧	+4 ✧	-5 ✧
My team		80%	+1	-1 ✧	-9 ✧

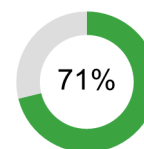


Strength of association with engagement

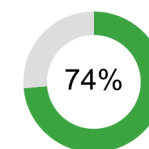
✧ Statistically significant difference from comparison

### Wellbeing

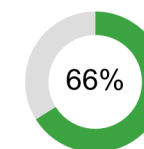
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



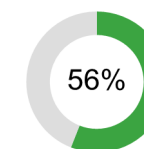
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



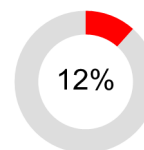
W03. Overall, how happy did you feel yesterday?



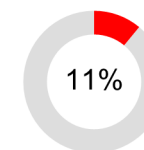
W04. Overall, how anxious did you feel yesterday?

### Discrimination, bullying and harassment

% responding Yes

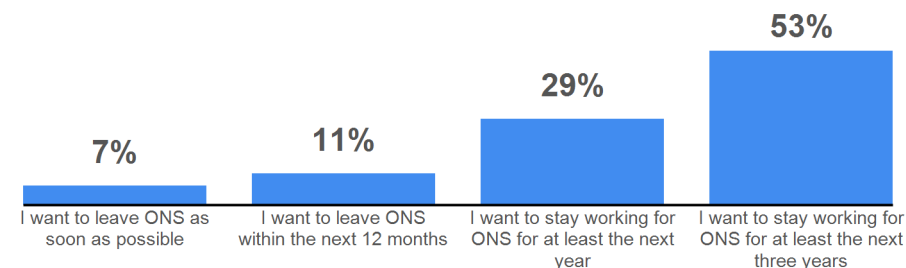


During the past 12 months have you personally experienced discrimination at work?



During the past 12 months have you personally experienced bullying or harassment at work?

### Your plans for the future





## All questions by theme

♦ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

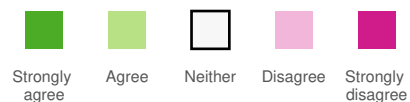
### My work

74% +3

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



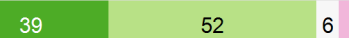
% Positive

Difference  
from previous  
survey

Difference  
from Civil  
Service

Difference  
from high  
performing  
units

B01 I am interested in my work



91%

+3 ♦

+3 ♦

-4 ♦

B02 I am sufficiently challenged by my work



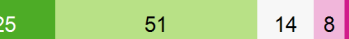
78%

+4 ♦

-1 ♦

-11 ♦

B03 My work gives me a sense of personal accomplishment



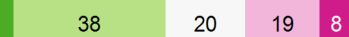
76%

+3 ♦

+2 ♦

-8 ♦

B04 I feel involved in the decisions that affect my work



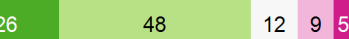
53%

+4 ♦

0

-14 ♦

B05 I have a choice in deciding how I do my work



74%

+2 ♦

+9 ♦

-7 ♦

### Organisational objectives and purpose

83% +12

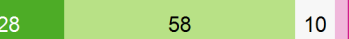
Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B06 I have a clear understanding of ONS's purpose



86%

+12 ♦

+3 ♦

-7 ♦

B07 I have a clear understanding of ONS's objectives



79%

+12 ♦

+1 ♦

-11 ♦

B08 I understand how my work contributes to ONS's objectives



84%

+12 ♦

+3 ♦

-7 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

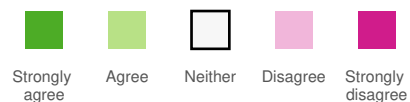
### My manager

**68%** +2

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from Civil  
Service

Difference  
from high  
performing  
units

B09	My manager motivates me to be more effective in my job	24	46	16	10	5	70%	+4 ♦	+1 ♦	-10 ♦
B10	My manager is considerate of my life outside work	42	39	12			82%	+1	+2 ♦	-8 ♦
B11	My manager is open to my ideas	35	43	14	5		78%	+1	0	-10 ♦
B12	My manager helps me to understand how I contribute to ONS's objectives	19	44	25	9		63%	+8 ♦	-2 ♦	-14 ♦
B13	Overall, I have confidence in the decisions made by my manager	30	43	16	7		73%	+2 ♦	+1 ♦	-9 ♦
B14	My manager recognises when I have done my job well	34	44	13	6		78%	0	+1 ♦	-8 ♦
B15	I receive regular feedback on my performance	23	45	16	11	5	68%	+1	0	-12 ♦
B16	The feedback I receive helps me to improve my performance	21	42	24	8	5	63%	+2 ♦	0	-12 ♦
B17	I think that my performance is evaluated fairly	21	45	20	8	6	66%	+4 ♦	+4 ♦	-7 ♦
B18	Poor performance is dealt with effectively in my team	10	29	42	12	7	39%	-1	-4 ♦	-14 ♦

### My team

**80%** +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	37	47	11			85%	+1	-1	-8 ♦
B20	The people in my team work together to find ways to improve the service we provide	34	45	14	5		79%	+1	-3 ♦	-11 ♦
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	44	16	7		75%	+1 ♦	0	-11 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### Learning and development

**52%** +3

Difference from previous survey



Strength of association with engagement


**% Positive**

Difference from previous survey

Difference from Civil Service

Difference from high performing units

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B22	I am able to access the right learning and development opportunities when I need to	15	50	20	11	6	65%	+1	+3 ♦	-9 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	37	34	13	5	49%	-1	-4 ♦	-16 ♦
B24	There are opportunities for me to develop my career in ONS	12	39	24	14	11	51%	+7 ♦	0	-13 ♦
B25	Learning and development activities I have completed while working for ONS are helping me to develop my career	10	33	32	15	9	44%	+5 ♦	-2 ♦	-14 ♦

### Inclusion and fair treatment

**78%** +3

Difference from previous survey



Strength of association with engagement


**% Positive**

Difference from previous survey

Difference from Civil Service

Difference from high performing units

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B26	I am treated fairly at work	29	52	11	6	6	81%	+1	+3 ♦	-6 ♦
B27	I am treated with respect by the people I work with	34	53	8	8	6	87%	0	+2 ♦	-5 ♦
B28	I feel valued for the work I do	21	45	19	10	6	65%	+4 ♦	+3 ♦	-10 ♦
B29	I think that ONS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	48	13	5	5	79%	+6 ♦	+7 ♦	-3 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

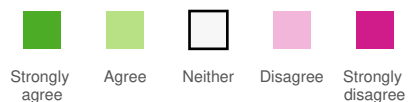
### Resources and workload

76% +1

Difference  
from  
previous  
survey



Strength of  
association with  
engagement



% Positive

Difference  
from previous  
survey

Difference  
from Civil  
Service

Difference  
from high  
performing  
units

B30 In my job, I am clear what is expected of me



85%

0

+2 ♦

-6 ♦

B31 I get the information I need to do my job well



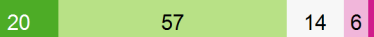
72%

0

+7 ♦

-6 ♦

B32 I have clear work objectives



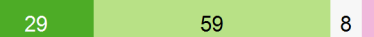
77%

-1

+2 ♦

-9 ♦

B33 I have the skills I need to do my job effectively



88%

0

+4 ♦

-4 ♦

B34 I have the tools I need to do my job effectively



71%

+1

+7 ♦

-6 ♦

B35 I have an acceptable workload



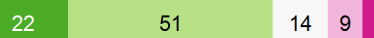
67%

+3 ♦

+8 ♦

-3 ♦

B36 I achieve a good balance between my work life and my private life



74%

+2 ♦

+7 ♦

-3 ♦

### Pay and benefits

35% +18

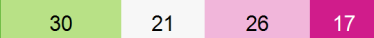
Difference  
from  
previous  
survey



Strength of  
association with  
engagement



B37 I feel that my pay adequately reflects my performance



36%

+20 ♦

+5 ♦

-8 ♦

B38 I am satisfied with the total benefits package



39%

+17 ♦

+6 ♦

-6 ♦

B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable



30%

+17 ♦

+2 ♦

-9 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Leadership and managing change

**39%** +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from Civil Service

Difference from high performing units

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B40 I feel that ONS as a whole is managed well	5	35	33	18	9	40%	+7 ♦	-1 ♦	-18 ♦
B41 Senior Civil Servants (SCS) in ONS are sufficiently visible	7	35	29	21	9	41%	+8 ♦	-7 ♦	-24 ♦
B42 I believe the actions of Senior Civil Servants (SCS) are consistent with ONS's values	5	31	46	12	7	36%	+6 ♦	-9 ♦	-23 ♦
B43 I believe that the Leadership Team has a clear vision for the future of ONS	7	37	37	12	7	43%	+12 ♦	+2 ♦	-12 ♦
B44 Overall, I have confidence in the decisions made by ONS's Senior Civil Servants (SCS)	5	30	40	16	9	35%	+8 ♦	-3 ♦	-19 ♦
B45 I feel that change is managed well in ONS		24	34	26	13	27%	+5 ♦	-4 ♦	-16 ♦
B46 When changes are made in ONS they are usually for the better		26	41	21	9	29%	+9 ♦	+1 ♦	-11 ♦
B47 ONS keeps me informed about matters that affect me	8	52	24	11	5	60%	+15 ♦	+6 ♦	-9 ♦
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	30	31	23	12	35%	+9 ♦	+1 ♦	-12 ♦
B49 I think it is safe to challenge the way things are done in ONS	7	37	31	17	8	44%	+10 ♦	+4 ♦	-9 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B50 I am proud when I tell others I am part of ONS	15	44	31	6	6	60%	+10 ♦	+7 ♦	-8 ♦
B51 I would recommend ONS as a great place to work	15	41	31	9	6	56%	+11 ♦	+11 ♦	-5 ♦
B52 I feel a strong personal attachment to ONS	12	34	34	15	5	46%	+12 ♦	-2 ♦	-13 ♦
B53 ONS inspires me to do the best in my job	10	33	36	15	6	43%	+11 ♦	0	-14 ♦
B54 ONS motivates me to help it achieve its objectives	9	33	36	16	6	42%	+12 ♦	0	-13 ♦

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B55 I believe that Senior Civil Servants (SCS) in ONS will take action on the results from this survey	7	30	33	18	13	36%	+7 ♦	-5 ♦	-21 ♦
B56 I believe that managers where I work will take action on the results from this survey	12	41	24	13	10	53%	+4 ♦	-1	-17 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	8	25	41	15	11	33%	+5 ♦	-3 ♦	-18 ♦

## All questions by theme

♦ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B58 I am trusted to carry out my job effectively	31	57	6			88%	0	+1 ♦	-5 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	20	49	19	9		69%	+2 ♦	+3 ♦	-10 ♦
B60 When I talk about ONS I say "we" rather than "they"	21	47	21	9		68%	+26 ♦	+3 ♦	-11 ♦
B61 I have some really good friendships at work	31	46	16	5		78%	+1	-3 ♦	-10 ♦

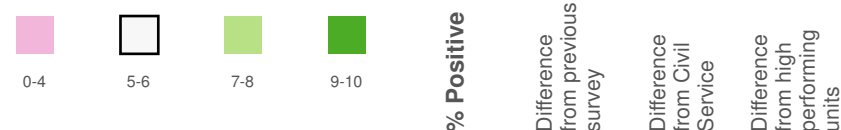
### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from Civil Service	Difference from high performing units
B62 Senior Civil Servants (SCS) in ONS actively role model the behaviours set out in the Civil Service Leadership Statement	5	28	50	11	6	33%	+7 ♦	-8 ♦	-22 ♦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	15	44	30	7	5	58%	+1	-3 ♦	-17 ♦

## All questions by theme

◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Wellbeing

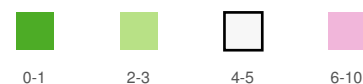


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

W01 Overall, how satisfied are you with your life nowadays?	10	19	54	17	71%	+4 ◆	+7 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	50	24	74%	+3 ◆	+3 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	14	20	44	22	66%	+2 ◆	+4 ◆	-4 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	27	29	19	25	56%	0	+6 ◆	-1
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## All questions by theme

✧ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for ONS?

			Difference from previous survey	Difference from Civil Service	Difference from high performing units
I want to leave ONS as soon as possible		7%	-1	-3 ✧	-6 ✧
I want to leave ONS within the next 12 months		11%	-4 ✧	-1 ✧	-6 ✧
I want to stay working for ONS for at least the next year		29%	+1	+5 ✧	-5 ✧
I want to stay working for ONS for at least the next three years		53%	+4 ✧	0	-12 ✧

### The Civil Service Code

Differences are based on '% Yes' score

Differences are based on '% Yes' score

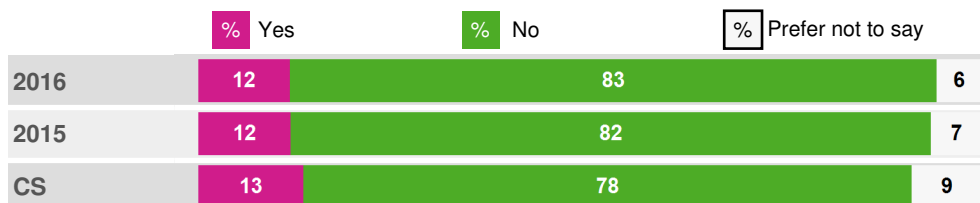
	<div><div>%</div> Yes</div>	<div><div>%</div> No</div>	% Yes	Difference from previous survey	Difference from Civil Service	Difference from high performing units
D01. Are you aware of the Civil Service Code?	84	16	84%	-2 ⬆	-6 ⬆	-15 ⬆
D02. Are you aware of how to raise a concern under the Civil Service Code?	53	47	53%	-2 ⬆	-16 ⬆	-27 ⬆
D03. Are you confident that if you raised a concern under the Civil Service Code in ONS it would be investigated properly?	64	36	64%	+3 ⬆	-2 ⬆	-14 ⬆

## All questions by theme

✦ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

### Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?

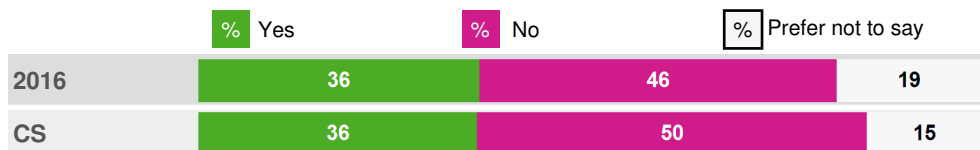


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count	
Age	51	
Caring responsibilities	32	
Disability	40	
Ethnic background	15	
Gender	31	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	92	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	13	
Working location	47	
Working pattern	73	
Any other grounds	74	
Prefer not to say	31	

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	66	
Your manager	91	
Another manager in my part of ONS	83	
Someone you manage	18	
Someone who works for another part of ONS	39	
A member of the public	11	
Someone else	12	
Prefer not to say	34	

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

## All questions by theme

♦ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### Office for National Statistics questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I view sharing my knowledge and expertise in the workplace as an important part of my job	45	49			5	93%	--
F02	I undertake my job in a professional manner (in this context professional means having the skills to do your job, being organised in how you approach your work and being effective)	49	48				98%	--
F03	I feel it is important to search for different ways to improve what I do	41	52			6	93%	--
F04	When faced with a difficult situation I try to focus on what I need to learn to deliver the task	33	56			9	89%	--
F05	I feel comfortable taking a risk to achieve success in my work	18	48	23		10	66%	--
F06	When doing my job I try to focus on the outcome, not just the process	29	53			12	83%	--
F07	Taking personal responsibility for my work is important to me	50	46				96%	--
F08	I try to work to my full potential and ability	54	42				96%	--
F09	I try to learn from my mistakes to avoid repeating them	54	44				98%	--
F10	I feel part of a wider Government Statistical Service	10	26	35	21	8	36%	--
F11	To do my job well I need to communicate effectively with others	52	44				96%	--
F12	I feel confident in challenging unfair treatment when I see it in the workplace	Yes: 71%		No: 29%			71%	--
F13	I actively work towards making sure my colleagues feel included in the workplace	Yes: 95%		No: 5%			95%	--

## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
High performing units	For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2016 Civil Service People Survey.

### Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

### Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, Civil Service results and high performing units results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

### The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

### The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association  
with engagement



the analysis has not identified a  
significant association with engagement

### Confidentiality

The survey was carried out as part of the 2016 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

## ***Stakeholder Management and Communications***

### **Purpose**

1. This note covers the second in a series of 'feature papers' commissioned following questions from non-executive directors. This also includes the Stakeholder Insight and Engagement Strategy which was agreed by the Board in April.

### **Recommendations**

2. Members of the Authority Board are invited to:
  - i. note the Stakeholder Insight and Engagement Strategy, which was agreed by the Board in April, at **Annex A**;
  - ii. note the Question and Answer paper at **Annex B**; and
  - iii. continue the discussion and ask additional questions around areas of interest.

### **Discussion**

3. The paper comprises eleven questions that were submitted ahead of December's Authority Board meeting, with answers provided by the Communication Division.
4. The questions asked and answered are:
  - i. *Is there a communications strategy? Is there a stakeholder strategy? How do the two relate to each other?*
  - ii. *Do you have the capability (people/skills) to deliver? Who are the key people in your team?*
  - iii. *What's the relationship between your overall communications strategy and the technical delivery of the stakeholder function, and what's the relationship between the people responsible for these things?*
  - iv. *How do you map stakeholders? How do you group them together? How do you record A) how they perceive us and B) how you want them to perceive us? What are the opinions we need to communicate to them and the outcomes we need to change?*
  - v. *In the past stakeholder engagement has had a tick box mentality, with interactions often at a low level. How can we be confident that engagement with our key stakeholders is right? We have had misinformation in the past. For example, the Bank; low level engagement told us all was well; direct engagement with the Governor told us otherwise. Mark Carney will not fill in a form so how will you capture his views?*
  - vi. *How will stakeholder views be identified and captured systematically? How will you deal with the sensitivities of capturing this information?*
  - vii. *Who are the major stakeholders?*
  - viii. *What is the strategy for regulation and production? How do they come together? When does the chairman appear?*

- ix. *What progress are you making? What are the barriers to progress?*
- x. *Please give an example of one successful stakeholder area, and one that is not going well.*
- xi. *We know that our stakeholders include decision makers at one end of the scale and the general public at the other. How do you go about identifying and engaging with the “movers and shakers” in between? For example in the media or academia.*

**Chris Lines, Head of Communication, Communication Division, 7 December 2016**

**List of Annexes**

- Annex A Stakeholder Insight and Engagement Strategy [as considered at the Board in April 2016]**
- Annex B Question and Answer paper**

## **Annex A     Stakeholder Insight and Engagement Strategy [As considered at the Authority Board in April 2016]**

### **Introduction**

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

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

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

### **The challenge**

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

9. The ONS Customer Satisfaction Survey is an unreliable means of assessing stakeholder satisfaction because it does not distinguish between stakeholders of different levels of influence and interest.
10. Engagement activity is spread thinly and, in the case of digital channels, minimally, across the breadth of UKSA and GSS interests, reflecting a very large number of stakeholders.

### **Objectives**

11. The delivery of this strategy will contribute to the UKSA, GSS and ONS strategic objectives to:
  - i. inform decision making.
  - ii. support democratic debate.
  - iii. improve communication.
12. The communications objectives of this strategy are to:
  - i. improve stakeholder satisfaction levels.
  - ii. improve the reputation rating of the UKSA, ONS and GSS statisticians.
  - iii. increase the number of recommendations and endorsements of UKSA, GSS and ONS work.

### **Audience insight**

13. Stakeholders should be segmented as follows.

#### Policy makers

- UK ministers, SPADs and senior civil servants
  - Devolved Administration ministers, SPADs and senior civil servants
  - Mayors and local government cabinet members, political advisers and senior officials
  - OECD, EU and UN leaders and senior officials
14. Contact with policy makers is infrequent at best, rarely planned and therefore often reactive. At a devolved and local level contact is rarer still. Policy makers' views of the UKSA, GSS and ONS are often anecdotal and occasionally critical. With the exception of the Bean Review's examination of stakeholder views on economic statistics and the Treasury and Bank of England Key Account assessments, senior views are not collected systematically.
  15. Policy makers are unlikely to be interested in members of the statistics system and it may not occur to them that we can help with their challenges.

#### Policy influencers

- Politicians
  - Members of think tanks and interest groups
  - Academics
  - Commentators and senior journalists
  - Business leaders
  - Public service leaders
  - Third sector leaders
16. Contact with policy influencers is infrequent, occasionally planned and often reactive. Their views, where known, are occasionally critical.



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

#### Scrutinisers of the statistical system

- Parliamentary committees and scrutiny committees
  - RSS leaders
  - International bodies e.g. Eurostat, international NSIs
  - Statistics bloggers, journalists and commentators
  - Academics
  - Information Commissioner
  - Digital bloggers, journalists and commentators
  - GDS members
  - Open data campaigners
  - Privacy campaigners
18. Contact with scrutinisers is more frequent but rarely planned. They can be very supportive of statistical work but also can be critical. Their views are not collected systematically.

#### Partners

- Funders
  - Survey responders
  - Providers of administrative data
  - Syndicators and aggregators
  - Academics and other innovators
19. Contact with partners is usually transactional and business focussed. Their satisfaction levels and view of providers is not known.

#### **Strategy**

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

24. To overcome the challenge and to achieve the aims and objectives described above, the focus of stakeholder engagement should be targeted on the issues which have the potential to make or break the reputation of the UKSA, its regulatory office, GSS and ONS. To do this, requires the following actions

- i. Identification of priority issues.
- ii. Identification of individuals with a stake in that issue and mapping of their interests and influence in policy making and scrutinising.
- iii. Identification of the rooms we need to be in, the tables we need to be sitting at, the conferences we need to address, events we need to organise and networks we need to participate in.
- iv. Identification of other channels for reaching stakeholders e.g. the media, social media and stakeholder media.
- v. Identification of the key UKSA (including its regulatory office) and GSS (including ONS) players – the people with the most appropriate knowledge and contacts - who can best engage and influence these individuals; taking into account the different interests of the UKSA as regulator, monitor and assessor; and GSS as provider.
- vi. Development of the capability of these players so they have the listening, communication, digital, political and presentation skills to engage effectively.
- vii. Development and implementation of two contact programmes on this issue, one for the regulator and one for the providers, which seek to engage the identified individuals.
- viii. Support for the contact programmes with a narrative, briefing and presentation materials.
- ix. Monitoring of the contact programmes for quality and frequency of interaction and for 'movement' of stakeholder position.

25. The ONS Key Account system should be revamped and streamlined so that it:

- i. Covers all significant stakeholder organisations.
- ii. Focuses on building relationships with the senior policy makers and influencers in each organisation.
- iii. Assists with opening doors and coordinated contact through one senior leader 'holding the ring' in the relationship.
- iv. Replaces the annual assessment process with a monthly, calibrated self-assessment of the state of ONS relationship with the senior policy makers and influencers in each organisation.

26. A light-touch contact relationship management system should be introduced and managed to:

- i. Maintain and manage an up to date list of stakeholders.

- ii. Segment stakeholders by interest and influence.
  - iii. Track contact with stakeholders.
  - iv. Monitor what they are doing and their priorities.
  - v. Monitor what they say about the UKSA, including its regulatory office, and GSS bodies, including the ONS.
  - vi. Bring together all user data (feedback from meetings and conversations, FoI requests, complaints, PQs and parliamentary debates, ad-hoc requests, media and social media comment, consultation responses and user research and testing)
  - vii. Report on contact quality and frequency.
27. The Customer Satisfaction Survey should be relaunched as an annual Business Planning Survey timed to feed information into the business planning process. It should include questions about satisfaction with elements of the statistics systems as well as stakeholder business needs and issues. It should be structured so that information can be gathered by audience segment, sector and issue.
28. The UKSA, including its regulatory office, and GSS, including the ONS, should be developed as listening organisations in which feedback mechanisms are built into all elements of contact with stakeholders:
- i. By request at meetings.
  - ii. In feedback surveys following events.
  - iii. By comment in response to releases, publications and other website content.
  - iv. Via social media and other digital channels and networks.
29. Other, deeper and more qualitative forms of understanding stakeholder views, such as commissioning independent researchers to carry out in-depth interviews should be considered.
30. There should be a monthly report, to inform and sit alongside Key Account monthly assessments (see 20 (iv) above), which identify themes and sentiment raised in all feedback (see 21 above)).
31. The Stakeholder Engagement Team in the ONS Communications Division should be recast as the User Intelligence and Engagement Team. Its focus will be to work with UKSA communications and public affairs staff and stakeholder communications and public affairs staff to manage the delivery of this strategy.

## **Evaluation**

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

## **List of Annexes**

**Annex A1      Audiences**

**Annex A2      Evaluation**

## Appendix A1 Audiences

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

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

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

## Appendix A2 Evaluation

This is the framework for evaluating implementation of this strategy:

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

## **Annex B – Question and Answer paper**

### **Question 1: Is there a communications strategy? Is there a stakeholder strategy? How do the two relate to each other?**

1. The Authority's *Corporate Communication Strategy* is being developed for consideration by the Board in 2017.
2. The Authority's *Stakeholder Insight and Engagement Strategy* was agreed at April's Board meeting and is available, for reference, at **Annex A**. It aims to improve stakeholder satisfaction levels and improve the reputation of the UK Statistics Authority, Office for National Statistics and Government Statistical Service with policy makers, influencers, scrutinisers and partners.
3. The strategy sets out to achieve these aims by focussing stakeholder engagement on the issues which have the potential to make or break the reputation of the UKSA, its regulatory office, GSS and ONS. To do this, the following actions are being taken:
  - i. Identification of priority issues.
  - ii. Identification of individuals with a stake in that issue and mapping of their interests and influence in policy making and scrutinising.
  - iii. Identification of the rooms we need to be in, the tables we need to be sitting at, the conferences we need to address, events we need to organise and networks we need to participate in.
  - iv. Identification of other channels for reaching stakeholders e.g. the media, social media and stakeholder media.
  - v. Identification of the key UKSA (including its regulatory office) and GSS (including ONS) players – the people with the most appropriate knowledge and contacts - who can best engage and influence these individuals; taking into account the different interests of the UKSA as regulator, monitor and assessor; and GSS as provider.
  - vi. Development of the capability of these players so they have the listening, communication, digital, political and presentation skills to engage effectively.
  - vii. Development and implementation of two contact programmes on this issue, one for the regulator and one for the providers, which seek to engage the identified individuals.
  - viii. Support for the contact programmes with a narrative, briefing and presentation materials.
  - ix. Monitoring of the contact programmes for quality and frequency of interaction and for 'movement' of stakeholder position.

### **Question 2: Do you have the capability (people/skills) to deliver? Who are the key people in your team?**

4. The head of the User Insight and Engagement branch (Grade 7) position has been vacant since June with temporary cover provided by the Deputy Head of Media and PR.



5. Recruitment of a permanent head is ongoing.
6. In addition to its lead, the branch has seven staff including three business partners (SEOs), one for each of the Director General areas. There has been some flux here with no one in position for longer than a year. One left in September and another is leaving in January. We have made one new internal appointment and are providing temporary cover for the other from the internal communication branch.
7. Taking these changes into account and including the External Affairs Manager, the team now comprises four young and skilled SEOs who have a combination of wider-industry experience and organisational knowledge. As a whole, with the new appointments, the team has the skills and experience to deliver the strategy and achieve its aims.

**Question 3: What's the relationship between your overall communications strategy and the technical delivery of the stakeholder function, and what's the relationship between the people responsible for these things?**

8. As addressed in **Question 1**, the *Corporate Communications Strategy* will guide the overall direction and narrative for the Authority's communication activity.
9. The *Stakeholder Insight and Engagement Strategy* guides action focussed on policy makers, policy influencers, scrutinisers and the public. Some policy influencers, scrutinisers and partners work in the media where we engage them through the media relations team and other parts of the organisation. Politicians are engaged with the support of the parliamentary liaison team based in the Central Policy Secretariat.
10. Staff in the User Insight and Engagement Team and Media Relations Office are all part of the Communications Division and work closely together both in terms of their physical locations and their work programmes. They do not work in isolation as both strategies span the breadth of the Authority's operations and require support of the business to reach the objectives they set out to achieve.

**Question 4: How do you map stakeholders? How do you group them together? How do you record A) how they perceive us and B) how you want them to perceive us? What are the opinions we need to communicate to them and the outcomes we need to change?**

11. The *Stakeholder Insight and Engagement Strategy* segments stakeholders into different groups:
  - Policymakers (e.g. Ministers and policy officials)
  - Policy influencers (e.g. think tanks and lobby groups)
  - Scrutinisers of the statistical system (e.g. Royal Statistical Society and the parliamentary Public Administration and Constitutional Affairs Committee);
  - Partners (e.g. data analysts and organisations with whom ONS has a data supply relationship).
12. Stakeholders are being mapped by priority issue using the standard interest/influence axes. So there are different maps for CPIH, migration etc.
13. Traditionally we have focussed on organisations – mainly Government departments – and run a key account system for the continuous, managed relationships ONS has with them. These are being developed so they focus more on the key individuals in

organisations and include all the other organisations of influence. So, for example, on migration the Oxford Migration Observatory and Migration Watch are key influential organisations.

14. Each key account has a senior ONS contact who maintains the relationship and reports back to the National Statistician's Executive Group (NSEG) on the state of the relationship on a monthly basis with a red/amber/green status plus comments. This is being changed so that the focus of the role is on developing positive relationships with the key individuals and maintaining an oversight of contact with the account to ensure that relationships are joined up and coherent.
15. Alongside the key accounts system, priority issues are managed, by directorate-general area, but these differ in that they are time-limited. There is, naturally, some overlap between key account contacts and priority issue contacts.
16. The key perceptions we are looking for, by issue, is whether stakeholders believe us to be helpful and whether they are satisfied with how we perform.
17. For each stakeholder group, there are overall 'audience journeys' to guide what stakeholders are sought to think, feel and do.
18. Communications objectives for the priority issues are more specific. Examples include:
  - i. **Raising awareness of CPIH as the preferred economic measure of inflation**
  - ii. **Strategic engagement on migration statistics**
  - iii. **Business planning**

**Question 5: In the past stakeholder engagement has had a tick box mentality, with interactions often at a low level. How can we be confident that engagement with our key stakeholders is right? We have had misinformation in the past. For example, the Bank; low level engagement told us all was well; direct engagement with the Governor told us otherwise. Mark Carney will not fill in a form so how will you capture his views?**

19. The *Stakeholder Insight and Engagement Strategy* focuses the Authority's stakeholder management on the individuals and organisations who really matter to the organisation.
20. It is recognised that a variety of contacts within external organisations are managed and, sometimes, within the same organisation, multiple contacts exist at differing levels.
21. For example, there is contact between the Authority and Bank of England at Board/Governor and Director-General/Deputy Governor level but also at a more working (economic statistics) level with the Bank officials who prepare briefings for Mark Carney and the Monetary Policy Committee.
22. To manage this, a stakeholder relationship management system is being introduced in the New Year.
23. This will capture information about relevant external contact and will be embedded within all parts of the Authority's operations.
24. The Communications Division will provide corporate and strategic oversight of the system and report monthly on any emerging or nascent issues.

25. Although the system can be automated around email and electronic diaries, its success will always be dependent on capturing qualitative information where the judgements of senior staff about their contacts with senior stakeholders is key.

**Question 6: How will stakeholder views be identified and captured systematically?  
How will you deal with the sensitivities of capturing this information?**

26. For the key accounts, the ONS account holder currently reports back every month to the National Statistician's Executive Group (NSEG) on the self-assessed status of the relationship (red/amber/green) with any comments.

27. Stakeholder engagement as part of our business planning round is taking place to inform the 2017/18 performance year. This aims to give both intelligence of stakeholder views and metrics to show satisfaction levels.

28. It will include three elements:

- 30 externally commissioned interviews with stakeholders drawn from a segmented list of around 200 of ONS 'top stakeholders'
- An online Business Planning Survey
- Gathering intelligence about external stakeholder interactions from staff who interact externally.

29. The forthcoming stakeholder relationship system will facilitate systematic collection of information about contact with stakeholders and will be able to report by issue, organisation and stakeholder segment on level and frequency of contact as well as on sentiment and satisfaction.

30. The sensitivity and availability of recorded contact is being considered as part of the system's development.

31. The business is being involved in the development of the system and there will be a 'beta phase' to work through issues and sensitivities as they arise..

**Question 7: Who are the major stakeholders?**

32. For our priority issues in economic statistics, crime, health and migration, the major stakeholders include:

- Ministers, lead policy officials and special advisors in Government Departments and Devolved Administrations
- The Governor and lead officials in the Bank of England
- Cabinet Members and lead officials in Mayoral Offices and major local authorities
- NHS and Public Health Directors
- Police Commissioners and lead officers
- Parliamentarians in key scrutiny positions and with relevant policy interests
- Leaders and policy directors of relevant representative bodies
- Leaders of relevant institutes, think tanks and interest groups
- Business leaders
- Lead commentators and academics with an interest in the issues

- Issue-based editors and correspondents in the main and specialist media
- Data and digital leaders, bloggers, privacy campaigners

**Question 8: What is the strategy for regulation and production? How do they come together? When does chairman appear?**

33. The *Stakeholder Insight and Engagement Strategy* identifies the need for parallel contact programmes with stakeholders on priority issues. This has not been well developed and will be helped when the Regulator appoints a Head of External Affairs. There is a need to use Chinese walls but to avoid unnecessary duplication.
34. The role of the chair is focussed on opening doors and building relationships which can be best achieved at his level given his role.

**Question 9: What progress are you making? What are the barriers to progress?**

35. Progress against the strategy so far includes:

- i. **Key accounts review and stakeholder relationship management system**  
Key accounts have been reviewed in economic statistics and are being reviewed in other areas to confirm the organisations who are most important to us and the key individuals in each. They will then be the focus of contact programmes and reports we can produce using our stakeholder relationship system. Requirements and internal stakeholders and users have been identified for the system, which include private offices and others in ONS who work with multiple stakeholders in specific statistical areas. The technical solution(s) are currently being identified and will be tested against requirements in early 2017 for full implementation from April 2017.
- ii. **Business planning**  
Engagement has been re-orientated to support and feed into the business planning cycle. Key stakeholders have been identified to involve in the process, including for 30 in-depth interviews we have externally commissioned. The Customer Satisfaction Survey is being relaunched and retimed as a Business Planning Survey and will provide reports by stakeholder segment and issue. A licence has been bought to use the Citizen Space consultation tool for the Business Planning Survey and other external consultations/reviews.
- iii. **Dashboards**  
Along with dashboards for internal communications and media relations, dashboards for stakeholder engagement are being developed in line with Government Communication Service best practice. The one for economic statistics is most advanced. These will provide an at a glance view of the inputs, outputs, out-takes and outcomes of our communication activities.

36. There have been a number of barriers or factors responsible for slowing progress. These include:

- i. **Lack of brand clarity in the UK statistical system**  
Confusion around who in the Authority does what has, at times, hampered progress. The branding review should help with this.
- ii. **Staffing changes**

As reported above, the team has had a leadership vacancy and other staff changes which have naturally limited progress.

iii. **Communications staff operating outside the Communications Division**

There are some roles across ONS that have communications work explicit (in the job title) or implicit (in part of the job description) but which have little or no professional alignment with the Government Communications Service. These lead to capability challenges and confused lines of accountability. A review of the function is nearing completion with the aim of clarifying responsibility and resource.

iv. **Cultural factors**

Some teams and parts of the organisation are more receptive to communications advice than others. This is being addressed by clearer direction, increased contact and visibility.

v. **Capability**

Stakeholder engagement is the job of our statisticians and analysts, not just that of the User Insight and Engagement Team. As identified in the strategy, there are staff in the organisation who are not skilled, experienced or orientated towards user and stakeholder engagement. We are working with the Learning Academy to develop a programme of learning and development but it will take time for the results to be visible.

vi. **Sharing of insights and contacts**

Internally, sharing of information is not currently systematic so contacts with individuals and organisations can be made without knowledge of other engagement. The stakeholder relationship management system will help address this, as will increased contact and benefit realisation.

**Question 10: Please give an example of one successful stakeholder area, and one that is not going well.**

37. Work in the economic statistics area has been successful, benefiting from staffing continuity. Delivery is well advanced with new external groups for stakeholder/expert guidance in place, a review completed of key accounts to broaden coverage beyond Government, and engagement plans for priority issues well developed. The new economists recruited in London are helping to further build new relationships with potential users.

38. By comparison, there is still much progress to be made in the Data Capability directorates. We have brought in temporary cover (see paragraph 7 above) and this is a priority area for the new head of branch.

**Question 11: We know that our stakeholders include decision makers at one end and the general public at the other. How do you go about identifying and engaging with the “movers and shakers” in between? For example in the media or academia.**

39. The ‘influencers’ stakeholder segment has the most overlap with the ‘movers and shakers’ definition. These have been identified and included in our issue based plans.

40. The User Insight and Engagement team works closely with their business partner counterparts in the Media Relations Office and with the Digital Publishing Division to manage media and social media requirements. For example, the Media Relations Office

recently arranged meetings between the Director General for Economic Statistics and the economics editors of the BBC and The Guardian. Members of the User Insight and Engagement Team monitor key stakeholders' social media accounts and work with the Social Media Team in Digital Publishing when online engagement is needed.

41. Engagement takes multiple forms and needs oversight and planning. The newly reconstituted Editorial and Communications Group will guide the use of publishing and communications channels to improve their strategic focus from January. This will also provide clearer lines of reporting and responsibility. Stakeholder engagement is a key aspect of this.

**Chris Lines, Head of Communication, Communication Division, 7 December 2016**

***Report from the Director General for Regulation***

**Purpose**

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

**Recommendation**

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

**Discussion**

*Launch of the new Office*

3. The launch of the new Office has gone well. The breakfasts held in Edinburgh, London, Belfast and Cardiff were successful. Attendees have supported the creation of the Office. In all four locations, attendees requested following events in the course of 2017.
4. We recognise, however, that even a low-key launch has generated a range of expectations. The two most salient themes are that:
  - i. We should live up to the symbolism of launching in the UK's four capitals by ensuring our work covers different parts of the UK appropriately. For example the Edinburgh breakfast closed with the Chief Executive of the Scottish Parliament, Sir Paul Grice, inviting us to hold an event in Parliament in 2017; and the Welsh Government suggested a similar event at the Welsh Assembly. At such an event, it will be important that we demonstrate that our outputs have addressed issues relevant to Scotland and Wales.
  - ii. The focus on the public value of statistics has gone down well. Ensuring that our work exemplifies this approach will be important.

*Regulatory activities*

5. In line with the ambition to be more systemic, we adopted a more structured approach to statistical domains. This is reflected in the the dashboard that I provide to the Board each month (attached at **Annex A**), and the papers we provided to the recent Regulation Committee. The Committee said we should develop a more structured set of criteria for weighting the salience of different domains, and we will do so in the course of 2017. We have also restructured internally to allocate clear roles to lead each domain.
6. Key activities since the last Board meeting have included:
  - a. **Health and care round table:** we held a health and care round table in early December. This round table recognised significant progress, particularly through cross organisation comparison, towards addressing the weaknesses in health and care statistics. It also identified significant further challenges around more responsive statistical services, a coherent system, and data access for outside organisations. But we are pleased that we have started a process of improvement that has been embraced by the main organisations.
  - b. **National Insurance Numbers:** we have updated our report to be clearer about the distinction between aspects of the statistics within DWP's control and those (related to active foreign nationals in the workforce) that require a cross government response. We still consider that the statistics should lose their National Statistics status until DWP addresses the issues within its control (to do with context, user engagement and quality assurance). DWP have raised some

further questions but are much more content with the proposed report than the previous version.

- c. **DfE:** Education policy in England continues to be an active area, with further concerns brought to our attention about the use of statistics in the consultation on selective schools. I wrote to the Department again on 9 December about an error in the Green Paper relating to religious schools, and more broadly, we will raise a private question with the Department at Permanent Secretary level about the use and communication of analysis in this consultation.
- d. **Labour Force Survey response rates:** We have paused our procurement of expert advice while ONS completes a paper to present to the National Statistics Executive Group. We are looking to incorporate this evidence into our review. While we note ONS plans to supplement the Survey with administrative sources, we are still seeking to understand how the ONS assures itself that the current response rates are not a problem for the reliability of the labour market statistics.

#### Staff survey

- 7. I have attached the results of the staff survey for my team at **Annex B**. As you will see, the results are good, and we are particularly pleased with the score on leadership and managing change (87% positive), which is good at a time of significant change, and is higher than the norm for high performing organisations.
- 8. Below these high level results, there are some indicators that suggest there are areas we need to focus on over the coming year, particularly resourcing and workloads. We will undertake a more in-depth analysis and develop an action plan.

**Ed Humpherson, Director General for Regulation, 1 December 2016**

#### **List of Annexes**

<b>Annex A</b>	<b>Regulatory Activities</b>
<b>Annex B</b>	<b>Staff Survey Report</b>



## Regulatory activities Nov-Dec 2016

Economy	Health and social care	Business, industry, energy and trade	Crime and justice
<ul style="list-style-type: none"> <li>• <b>CPIH:</b> Continued engagement with ONS and users</li> <li>• <b>Construction prices and outputs:</b> continued engagement with ONS team as they look to regain National Statistics status.</li> <li>• <b>Quarterly Sector Accounts, the Real Household Disposable Income and the Savings Ratio:</b> Started compliance check</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Health and care systemic review:</b> Held Round Table with senior leaders, agreeing immediate actions and identifying opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Trade:</b> ONS reported an error in trade statistics. This supported our decision (made public in October 2016) not to reinstate National Statistics status until there has been a period of error free running.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Crime:</b> We continue to undertake our systemic review of crime statistics.</li> </ul>
Labour market	Housing, planning and local services	Children, education and skills	Agriculture and environment
<ul style="list-style-type: none"> <li>• <b>Labour Force Survey:</b> Asked ONS for clearer assurance on impact of falling response rates on LFS</li> <li>• <b>National Insurance numbers:</b> Revised report; will suspend National Statistics status. DWP more content with the decision.</li> <li>• <b>Student migration:</b> Started compliance check on estimates of student migration</li> <li>• <b>Benefit sanctions:</b> NAO report on benefit sanctions published. Recommended that DWP implement UKSA guidance in full.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Housing:</b> starting review; and assessing NI Housing Condition statistics</li> </ul>	<ul style="list-style-type: none"> <li>• <b>National Pupil Database:</b> Published response on data on Nationality/ Country of Birth, and requirement that researchers notify DFE 48 hours before publication.</li> <li>• <b>Selective Schools:</b> Wrote to DFE again (following misleading tweet on grammar schools) about the selective schools Green Paper, this time about an error relating to religious schools.</li> <li>• <b>PISA:</b> PISA statistics generated significant coverage, particularly in Wales and Scotland given their poor relative performance. May generate interest from devolved Parliaments.</li> </ul>	<ul style="list-style-type: none"> <li>• Starting a compliance check on statistics on pesticides</li> </ul>
Population	Culture, leisure and identity	Security, and international relations	Transport and travel
<ul style="list-style-type: none"> <li>• <b>Migration:</b> See in labour market</li> </ul>	<ul style="list-style-type: none"> <li>• Arranging teach in on value of official statistics with Race Disparity Unit</li> </ul>	<p>No significant activity.</p>	<p>No significant activity</p>

Returns : 16

Response rate : 80%

Civil Service People Survey 2016



Strength of association with engagement

✧ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

## Engagement Index

**72%**

Difference from previous survey **+8**

Difference from UK Statistics Authority **-2**

Difference from high performing units **+8** ✧

## My work

**89%**

Difference from previous survey **+14**

Difference from UK Statistics Authority **+1**

Difference from high performing units **+7**

## Organisational objectives and purpose

**92%**

Difference from previous survey **0**

Difference from UK Statistics Authority **0**

Difference from high performing units **+1**

## My manager

**76%**

Difference from previous survey **+11**

Difference from UK Statistics Authority **+1**

Difference from high performing units **-1**

## My team

**92%**

Difference from previous survey **-2**

Difference from UK Statistics Authority **-3**

Difference from high performing units **+3**

## Learning and development

**73%**

Difference from previous survey **+14**

Difference from UK Statistics Authority **+7**

Difference from high performing units **+10**

## Inclusion and fair treatment

**86%**

Difference from previous survey **+5**

Difference from UK Statistics Authority **-4**

Difference from high performing units **+3**

## Resources and workload

**83%**

Difference from previous survey **+2**

Difference from UK Statistics Authority **-1**

Difference from high performing units **+4**

## Pay and benefits

**83%**

Difference from previous survey **+38**

Difference from UK Statistics Authority **+27**

Difference from high performing units **+41**

## Leadership and managing change

**87%**

Difference from previous survey **+26**

Difference from UK Statistics Authority **+6**

Difference from high performing units **+34**

## ***Census Update***

### **Purpose**

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

### **Recommendation**

2. Members of the Authority Board are invited to note the contents of this paper for information.

### **Discussion**

#### **Admin Data Census**

3. Good progress is being made on the Admin Data Census. On 17 November, updated administrative data based population estimates were published, including a breakdown below local authority for the first time. These were accompanied by several data visualisations to help explain the changes to stakeholders. The CTP team are working closely with the Population Estimates team to understand differences with the Mid-Year Estimates; both teams proactively briefed selected local authorities where the differences are largest.
4. On 16 December, the first set of admin data based income estimates at local authority level will be released, based on PAYE and benefits data only. These estimates do not cover all sources of income (e.g. self-assessment and rents) but do cover the major components. We expect significant interest in this release, including from commercial users. We are working with colleagues across ONS, DWP and HMRC to ensure there is clarity for users on how these estimates fit with other outputs on income and earnings.

#### **2016 Test and 2017 Tests**

5. We remain on track for the major census test on 9 April 2017 (see paragraph 8). A key aim of the Test is to provide quantitative evidence on the impact on response rates of including a question (on half the questionnaires) on Sexual Identity; this will inform the ONS/UK Statistics Authority recommendation on this topic, which is needed in time for the Census White Paper in spring 2018. We are also testing some field work innovations.
6. Development work continues on the census version of the Electronic Questionnaire, and also on the Response Management system (to track whether or not addresses have responded). The Address Register team will be providing sample addresses for the seven selected local authorities. There are a number of procurements being carried out to support the 2017 Test, but these are all off existing frameworks, and are proceeding to plan.
7. The 2017 Test includes the use of Bring Your Own Devices (BYOD) and an electronic list of addresses for field staff to follow up addresses which have not responded. ONS are using a commercial product from Kirona, for the follow up. ONS has never done this before, so a small scale test (11,000 households) was carried out in Telford in June/July 2016. This demonstrated that the approach was viable, but identified a number of issues with the solution used. It has been decided to remain with Kirona for the 2017 Test, but we are addressing (with Kirona) the issues identified.

#### Test Readiness Assessment and PAR

8. An early “readiness check” was carried out on the 31 October to assess the progress being made for the 2017 test. It precedes the delivery of all IT deliverable products in December, the proposed Programme Assurance Review (PAR), and the Government Digital Services (GDS) assessment in January.
9. There were a number of teams that are delivering on track, with no major risks or issues that were not being managed effectively. The primary concern of the panel focused around the understanding of the electronic questionnaire build process and its progress at that point in time. Due to the vital nature of this product, the panels assessment of readiness was assessed as Amber as at the 31 October 2016.
10. Actions to address this status were agreed and are being actively managed and monitored daily. Census and DTM remain confident that we will be ready for the April 2107 test.
11. A key focus of the PAR to be held between the 16 and 18 January 2017 will be to review the overall readiness of the Programme to deliver the test.

#### Procurements for 2019 and 2021

12. We need 2021 Census suppliers on board for the 2019 rehearsal, so that they invest for the 2019 rehearsal and then have time to scale up from 100,000 households in 2019 to 26 million households in 2021. Suppliers for 2019/2021 therefore need to be in place by early 2018.
13. CTP have been working closely with Crown Commercial Services for around a year, and have agreed which services can be sourced from existing frameworks, and which will need separate procurements (including OJEU), and how they should be grouped. There are five main categories for these procurements.
14. CTP (with colleagues from Portfolio Management Division, DTM and finance) have held three quarterly Integrated Assurance and Approval Plan (IAAP) meetings with the spend control stakeholders (e.g. Cabinet Office, Infrastructure and Projects Authority, Government Digital Service and HM Treasury).
15. Following the Census update to the Audit and Risk Committee in November, John Pullinger hosted a Census Workshop on the 1 December, with attendance from Heather Savory, Ian Cope, David Best, Pete Benton, Sian Baldwin and members of the joint Census and DTM team. Various actions have been agreed with a view to having a technology plan costed and agreed for the Census early in 2017.

#### Topics and question testing (veterans, sexual identity, gender identity, volunteering)

16. Following the publication of the ONS response to the Census Topic consultation, the work on potential new questions has started in earnest. The spring 2018 White Paper will need to include an indication of new/revised topics, but this will need to be finalised for the Census Order in spring 2019.
17. If a question on Sexual Identity (SI) is to be included in 2021 then current guidance is that an amendment to the 1920 Census Act will be required which might be by “piggy backing” other legislation. ONS has been engaging with Cabinet Office to flag this potential need for Parliamentary time.

18. There have been several meetings on veterans with the Ministry of Defence (MoD) and representatives from the census offices in Scotland and Northern Ireland. We are pursuing access to MoD admin data on service personnel (available back to 1971) for linkage to the 2011 Census. However, securing release of this admin source is proving to be a lengthy process and we are working to escalate the priority of this within MoD.
19. In addition, we are developing a census question on veterans, if it is concluded that this is the best way to meet the need. ONS held a workshop in London on 8 November with MoD, Royal British Legion, Department of Health and several local authorities to explore the user requirements in more detail. A note of the workshop will be published this month.
20. A question is being developed and tested on SI for use in the 2017 Test, based on the harmonised SI question. In addition independent public acceptability testing of an SI question is currently being procured. CTP expect this to be in place and field work conducted early in 2017.
21. There is a lack of clarity/agreement over the Gender Identity concept on which users want information. A working group of stakeholders in this topic has been set up, including cognitive testing with these stakeholders. Work is also proceeding on volunteering, and whether the question on education (which is complex) can be made shorter.

#### Branding

22. CTP has initiated some work on branding for 2021. This will run alongside, and be aligned to, the branding work that ONS/UK Statistics Authority are currently doing.

**Ben Humberstone, Acting Census Director, ONS, 7 December 2016**