UK STATISTICS AUTHORITY

Agenda

20 July 2017

Boardroom, Drummond Gate, 10:30 – 15:00

Chair: Sir David Norgrove
Apologies: Professor Jonathan Haskel and Ms Nora Nanayakkara

10:30 to 11:00: Non-Executive's Session

1 11:00 -11:10 10 mins	Minutes and matters arising from previous meetings • Declarations of interest	Meeting of 29-06-17
2 11:10-11:20 10 mins	Report from the Authority Chair	Oral report Sir David Norgrove
3 11:20-11:30 10 mins	Reports from Committee Chairs • Regulation Committee	Oral reports Professor Sir Adrian Smith
4 11:30-11:50 20 mins	Report from the Chief Executive	SA(17)31 Mr John Pullinger
5 11:50-12:00 10 mins	Report from the Director General for Regulation	SA(17)32 Mr Ed Humpherson

12:00 to 12.30 Lunch

12.30 to 15:00: Joint Authority Board and NSEG session

6
 	
12:30-12:55
25 mins
12:55-13:20
25 mins
13:20-13:45
25 mins
	Delivering the *Better Statistics, Better Decisions* strategy
	
	• Economic Statistics
	
	• Population and Public Policy
	
	• Data Capability
		SA(17)33
		
		Mr John Pullinger
		• SA(17)33a
		  Mr Jonathan Athow
		• SA(17)33b
		  Mr Iain Bell
		• SA(17)33c
		  Ms Heather Savory

7 13:45-14:15 30 mins	The Five Year Horizon	SA(17)34 Sir David Norgrove
8 14:15-14:45 30 mins	The Long View: Beyond *Better Statistics, Better Decisions*	SA(17)35 Mr John Pullinger
9 14:45-15:00 15 mins	Any other business	

Next meeting: 28 September 2017, 10:00 to 15:30, Belfast
(with a Board dinner in Belfast on the evening of 27 September)

UK STATISTICS AUTHORITY

Minutes

Thursday 20 July 2017
London

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

Also in attendance
Mr Iain Bell
Dr David Best (for items 8 to 11)
Mr Michael Bleakley
Mr Robert Bumpstead
Ms Siobhan Carey (for items 8 to 11)
Mr Ian Cope (for items 8 to 11)
Ms Laura Dewis (for items 8 to 11)
Ms Sarah Henry (for items 8 to 11)
Ms Sally-Ann Jones (for items 8 to 11)
Ms Heather Savory
Mr Nick Vaughan (for items 8 to 11)
Mr Sean Whellams (for items 8 to 11)
Mr Ben Whitestone (for items 8 to 11)

Apologies
Ms Nora Nanayakkara

1.   Apologies
1.1   Apologies were received from Ms Nora Nanayakkara.

2.   Declarations of Interest
2.1   There were no new declarations of interest.

3.   Minutes and matters arising from previous meetings
3.1   The minutes of the previous meeting held on 29 June were agreed.

4.   Report from the Authority Chair
4.1   The Chair reported on his recent activities and noted a number of meetings and engagements, including meeting with the Permanent Secretary and statisticians at the Department for Business, Energy and Industrial Strategy, and speaking at the launch of the Code of Practice consultation, and the GSS Presentation and Dissemination Symposium.

5.   Report from the Chair of the Regulation Committee
5.1   Sir Adrian reported on the meeting of the Regulation Committee of 13 July. The meeting had considered; the designation of Consumer Price Index including Owner Occupier Housing Costs (CPIH); trade statistics; and migration statistics. The Regulation Committee had:

   i.   approved of the re-designation of CPIH as a National Statistic. Mr Humpherson planned to announce the decision on 31 July.
   ii.   discussed the salience of trade statistics, particularly with regard to trade asymmetries; and
   iii. agreed to class the long-term student migration statistics as experimental, however it was noted that this does not impact OSR's view of the designation of the overall total net migration figures, which remain National Statistics.

5.2   Mr Athow provided a brief overview of the difficulties regarding trade asymmetries and the action being taken by ONS to understand the problems. A summary of UK Trade Asymmetries in a global context with a description of known reasons for asymmetries, ongoing work and future plans to reduce the asymmetries, was published by ONS on 13 July.

5.3   ONS would make a fuller statement on its migration statistics work plan in the next few months.

6.   Report from the Chief Executive [SA(17)31]
6.1   Mr Pullinger provided an overview of activity and issues for June. Mr Pullinger noted that the publishing of the Annual Report and Accounts had provided an opportunity to reflect on what has been achieved over the year, and consider the plan for the future. The following comments were made in discussion:

   i.   The Authority should be proud of what had been and could be achieved, but should consider how to keep momentum going, to deliver on the strategy and not become distracted.
   ii.   A balance should be sought between delivering business as usual and doing a good job, whilst not creating an environment that would prevent innovation and initiative.
   iii. Improvements in finances, the Digital Economy Act, the Data Science Campus and Economic Statistics Centre of Excellence were highlighted as examples of how change can be achieved.

6.2   The Chair concluded that the Board would like to publish a document that was between a high level strategy and low level business plan and that is readily understandable, to update the public and users on developments at ONS and future plans.

7.   Report from the Director General for Regulation [SA(17)32]

7.1   Mr Humpherson introduced a paper which provided an update on regulation activity since the last meeting. The Office for Statistics Regulation had launched a consultation on changes to the Code of Practice for Official Statistics on 5 July, and would publish a compliance check report on the long-term estimates of student migration on 27 July.

8.   Delivering the *Better Statistics, Better Decisions* strategy [SA(17)33]

8.1   Mr Pullinger introduced a paper updating the Board on the progress of ONS in delivering the *Better Statistics, Better Decisions* strategy. The three Deputy National Statisticians gave overviews of the progress of their respective business areas against the strategy and future plans to achieve its aims. The Board welcomed the updates and concluded that the strategy was being delivered, but momentum needed to be maintained and ONS should be mindful of changes in the wider world and adapt accordingly.

Economic Statistics

8.2   Mr Athow provided an overview of progress in his business area. The following points were highlighted:

   i.   National Accounts, prices and labour market were key product lines, which contributed to a significant part business as usual, with over 300 publications a year and a £30 to 40 million budget.
   ii.   Economic Statistics had high level plans, and was in the process of developing detailed plans to reshape the organisation.

8.3   The following comments were made in discussion:

   i.   Productivity was a major challenge to be addressed, and high on the policy agenda. Similarly trade statistics were high also on the policy agenda.
   ii.   Many challenges could be better addressed through administrative data.
   iii. There should be a summary of the key outputs and products, which would evolve over time as priorities change.
   iv.   More could be done to take into account the dynamism of the wider world. It could be beneficial to create more connections and partnerships with organisations already in those spaces.
   v.   It would also be important to make statistics salient to the public.

Population and Public Policy (PPP)

8.4   Mr Bell provided an overview of progress in his business area. The following points were highlighted:

   i.   PPP seeks to measure and analyse the state of the society we live in, and adds value when it cuts across areas, such as economic stats.
   ii.   There would be increases in spending in the run up to the 2021 Census.
   iii. Social statistics had fewer international frameworks than economic statistics, and it was difficult to get agreement on common frameworks.
   iv.   It would be important to cut across to the population, so statistics had more local relevance.

8.5   The following comments were made in discussion:

   i.   There was a multidimensional angle to consider, which linked together various data sets to produce a story of the experiences of people. This could be a lot richer if ONS utilised data at local authority level, including on education, and income. It was noted that this sort of work was being done, using the example of the Ministry of Justice linking with education, income and health to input into the criminal justice system. This also highlighted the importance of the GSS network and learning from each other.

ii.   Environmental accounts and capital were salient issues, but not very well understood and communicated.

Data Capability

8.6   Ms Savory provided an overview of progress in her business area. The following points were highlighted:

i.   The senior leadership team was developing how they can best work together.
ii.   The goal was to deliver the transformation that would allow other areas to be most effective.
iii. Data Capability would examine potential new commercial partnerships.
iv.   ONS would view its outputs in a more product focussed way.
v.   It was important to understand that ONS cannot do everything it wants all at once.

8.7   It was noted that the Digital Economy Act would make data acquisition easier, though there would still be challenges.

9.   The Five Year Horizon [SA(17)34]
9.1   Sir David introduced a paper on some trends and themes likely to impact statistics in the coming five years. These were summarised under the headings of: Political, Economic, Social, Technological, Legal, and Environment (PESTLE).

9.2   It was important to consider what bearing these factors would have on what ONS does over the next five years, and to recognise they would be iterative, and change due to the wider context in which ONS operates.

9.3   The following comments were made in discussion:

i.   UKSA has a role to influence other public sector producers of statistics, and in looking at the system in a holistic way. The work of OSR and ONS on convening and facilitating stakeholders in the health and social care space was a good example of how the UKSA could do this.
ii.   It would be important to consider the potential arising from linking data over time and across domains alongside how to respect the confidentiality of respondent, including how to make useful outputs available without disclosure.
iii. It would be helpful to revisit PESTLE regularly and keep it up to date.

10.   The Long View: Beyond *Better Statistics, Better Decisions* [SA(17)35]
10.1 Mr Pullinger presented a paper which considered the aims of the Authority when looking beyond *Better Statistics, Better Decisions,* to the next strategy. Mr Pullinger highlighted the following:

i.   We need to deliver the current strategy, and we are in a good place regarding this.
ii.   The importance of determining the issues we need the data to be addressing.
iii. We must be on top of technology transformation and the data revolution.
iv.   Our unique selling points are we are impartial, authoritative and exist to serve the public good.

10.2 The following comments were made in discussion:

i.   An important unique selling point is that we are free, and for the public good.
ii.   ONS must innovate, and remain relevant to decision makers.
iii. UKSA should demonstrate it is a system leader and facilitator in a time of information overload. It also had a power to convene to help others improve the evidence base.
iv.   The challenge had somewhat moved on from practical to ethical. Being trusted sufficiently with people's data, to help country through challenges of the day was important.

10.3 The Chair thanked those producing the papers, and commented that they provided lots of thought and high quality material. Talking about these opportunities should be considered a tribute to what had been achieved.

11. Any other business

11.1 There was no other business. The Authority Board would meet next on Thursday 28 September at 10:00 in Belfast.

SA(17)31

Chief Executive's Report, July 2017

Purpose

1. This report provides the Board with an overview of activity and issues for July 2017.

Summary

2. The UKSA annual report and accounts have been finalised and published recognising a challenging year. During 2016-17 we have prepared the ground for radical transformation and change but also noted that we continue to skate on thin ice and cannot afford to take our eyes off the ball in assuring ourselves that the basics are right. The senior leadership team has been focused on the years ahead aligning plans for money, staff and delivery.

3. From 1 July 2017 ONS releases have been published without pre-release access.

Review of recent activities

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

    i.   Home Office published an ad-hoc release on fire related deaths by type of dwelling in response to heightened attention following the Grenfell fire.
    ii. Publication of productivity statistics – in the last 18 months we have launched 3 new productivity publications as well as increased the detail and timeliness of existing publication. We also launched a consultation on a new GDP publication model and published our first analysis of 'trade asymmetries', where different countries record different values for the same trade flows (e.g. UK exports to the US).
    iii. GSS presentation and dissemination symposium took place. Over 150 delegates from across the GSS gathered to showcase and share good practice in fields such as open data and data visualisation. The symposium had a dual focus – highlighting good practice communicating to both the inquiring citizen and the policy maker and Sir David Norgrove provided the key note speech, as well as panel discussions with the BBC, Channel 4 Fact Check and Frank Field MP.
    iv. Carwyn Jones (First Minister of Welsh Government) visited the Newport site. Separately John Manzoni (Chief Executive of the Civil Servce) came to hear about our progress on transformation. Local MP Suella Fernandes visited Titchfield.
    v.   Consultation on Sustainable Development Goals launched. The purpose is to get feedback on ONS's approach to measuring and reporting on UK progress towards the goals. The consultation will run for 12 weeks closing on 21 September 2017.
    vi. Launch of MSc data analytics for government.
    vii. Agreement with DfID to support UN Economic Commission for Africa, Kenya, Ghana and Rwanda on modernisation of statistics offices. This programme will represent a significant step change in our international development work and open up opportunities for staff from across the organisation, in the immediate term, and in the long term.
    viii. Iain Bell nominated to be one of five UK data innovators briefing the September G7 Science Ministers in Turin. The Italian presidency is focusing on innovation and science.

Discussion

5. In the next few weeks statistical business will continue as usual alongside delivery of milestones for transformation.

John Pullinger, 13 July 2017

UK STATISTICS AUTHORITY

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

3. Key areas of activity have been:

    i. **Code:** We launched the consultation on the Code of Practice on 5 July 2017. It was well-attended by an audience from a variety of backgrounds, including VISA, the British Bankers Association, the Bank of England and Deep Mind as well as different analytical professions within Government. The audience also included some journalists, including Anthony Hilton, who wrote a very positive piece in the Evening Standard. We will follow this launch with similar events in Edinburgh, Belfast and Cardiff, and also by a series of roadshows in different Departments (15 have been arranged between July and October 2017, and we have already held two). Overall, we consider that the launch went very well – we got our main messages across about how the Code supports the role statistics play in society, and how the Code's principles can apply more widely than just to official statistics.

    ii. **CPIH:** We presented advice on National Statistics status at the July 2017 Regulation Committee and Sir Adrian Smith will update the Board at the meeting.

    iii. **Migration:** We presented our report on student migration to the July 2017 Regulation Committee. The Committee agreed with the conclusion that student migration estimates should be categorised as an experimental statistic within the overall migration National Statistics. In this way, users will be getting a stronger signal to treat the student estimates with caution, though this does not impact our view of the designation of the overall total net migration figures, which remain National Statistics. The Committee also asked us to look again at the tone of the report, particularly on the issue of how quickly the weaknesses in the student migration estimate can be addressed. The Committee said that ONS should provide the Board with an update on the actions it is taking to improve migration statistics.

    iv. **Health:** We will publish the decision by NHS England and NHS Digital to improve significantly the timeliness of Accident and Emergency statistics in response to an intervention we made earlier this year. This was picked up on social media (eg Hugh Pym tweeted positively about it) but not in mainstream outlets. Separately, Hugh Pym wrote a piece on the BBC website about decisions to postpone the publication of NHS performance statistics to the day after the Election. While I have spoken to Hugh, who understands the background, this story raises broader issues that would merit a Board discussion.

    v. **Speaking:** In addition to the Code launch, I spoke at two sessions at Civil Service live – leadership in changing times; and at a round table chaired by Alex Chisholm (Permanent Secretary at Business, Energy and Industrial Strategy) on innovation in Government.

4. The dashboard summary of regulatory activities is at **Annex A**.

Challenges

5. As noted last month, our plans for the Code consultation are ambitious – we want to go beyond the core GSS community and advocate the Code much more widely. I will update the Board at future meetings about progress against this ambition.

Ed Humpherson, Director General for Regulation, 14 July 2017

List of Annexes

Annex A   Regulatory Activities

Regulatory Activities June – July 2017

Economy	Health and social care	Business, industry, energy and trade	Crime and justice
• **CPIH:** Reported to July Regulation Committee • **Phase 2 Assessment of UK House Price Index and Northern Ireland House Price Index:** Assessment underway. • **Regional GVA:** Reported to July Regulation Committee.	• **Systemic Review:** Stocktake of UK health and care statistics well underway; planning for the health and care summit in the autumn. • **Accident and Emergency:** Published an update on 29 June, including NHS England's decision to improve timeliness of A and E performance statistics.	• **UK Trade:** Updated Regulation Committee in July. Agreed to explore issue of asymmetries between different countries' reporting of trade. • **Construction Output and Prices statistics:** We have agreed a timeline with ONS for reassessing these statistics.	• **Systemic review:** Producer roundtables on 28 June and 5 July. Will publish a note on website. • **Justice:** July Committee agreed to publish Assessment of Scottish Crime and Justice Statistics. Police Recorded Crime Statistics in England and Wales continue to have National Statistics status removed.
Labour market	**Housing, planning and local services**	**Children, education and skills**	**Agriculture and environment**
• **Migration:** Report on student migration has been updated following July Committee. The Board should hear ONS plans to improve migration statistics at the July Board meeting.	• **Housing Review:** Progressing systemic review and developing proposals to address detailed findings from the review; and planning follow-up engagement with statistics producers to discuss review's findings.	• **Casework:** Two separate DfE enquiries open – availability of academy rebokerage costs and comparable data on National Achievement Rates Tables given change to methods.	• No significant activity
Population	**Culture and identity**	**Security, defence and intl relations**	**Travel, transport and tourism**
• **Migration:** Planning for migration statistics roundtable event.	• No significant activity	• No significant activity	• No significant activity

UK Statistics Authority

Delivering the *Better Statistics, Better Decisions* strategy

John Pullinger
National Statistician, 17 July 2017

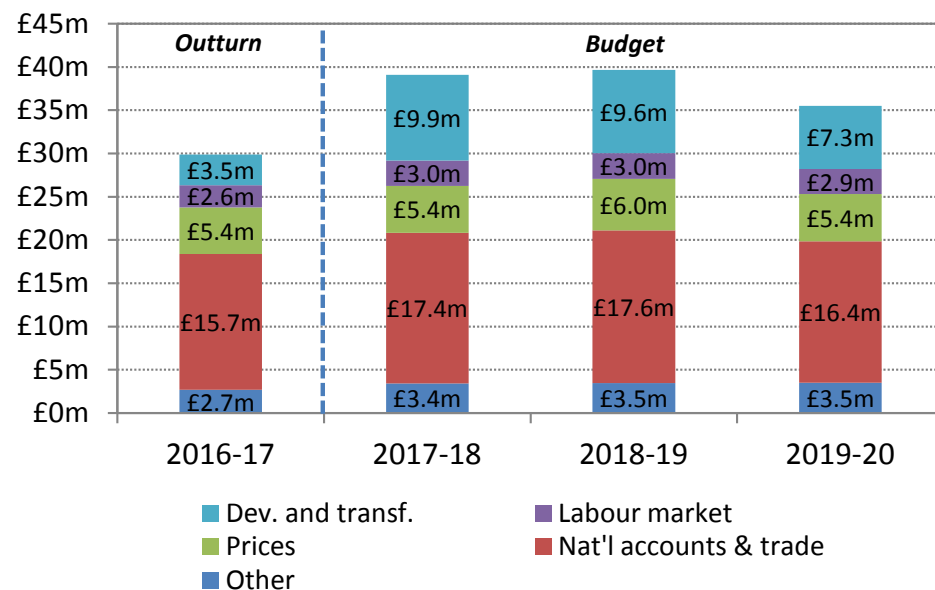# **Economic Statistics**

A high level product view

Jonathan Athow
Deputy National Statistician, 17 July 2017

Economic Statistics

- Breakdown our activities into three broad areas

  National Accounts (inc. Trade & Public Sector)

  Prices

  Labour market

- Over 300 publications/data deliveries a year:

  17 monthly (mainly over 6 'theme days')

  23 quarterly

  29 6-monthly/annual

Budget and workforce
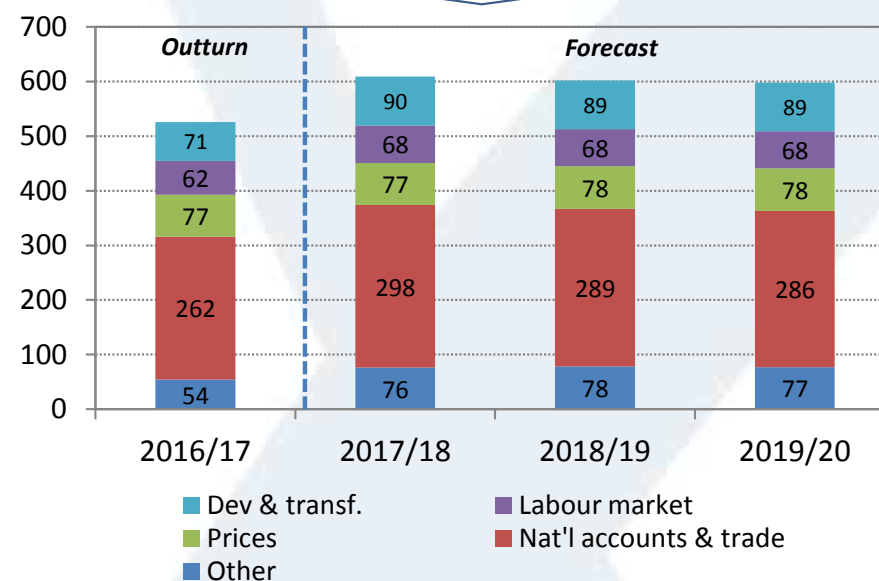

Budget
•Does not include all data collection costs e.g. Labour Force Survey, nor allocation of IT overheads

Workforce (FTE basis)
•Future years' plans are subject to our 'Target Operating Model' work

Economic statistics: broad objectives

- New insight on UK economy:

    Greater granularity (local data and by industry)

    Timeliness: early estimates are modelled, 'turning points' difficult to spot

    New statistics (e.g. flow of funds & productivity)

    Tackle measurement issues (e.g. digital economy & globalisation) through research and collaboration

- Adopt/maintain consistency with international best practice (e.g. SNA08 and ESA10)

- Tackle legacy:

    Time consuming processes

    Some methods weak, data absent or low quality

New data, new statistics

	Existing data sources	New data sources
New statistics	•Improved productivity statistics •Regional/local data (short-term) •Improved trade statistics •Improved measures of service sector	•'Flow of Funds'/Enhanced Financial Accounts •Regional/local data using VAT data (long-term) •Digital and global economy?
Existing statistics	*The core role of providing statistics to key users such as the Bank and HMT.*	•VAT data in headline GDP(O) •Scanner/web-scraped data in consumer price inflation & GDP(E) •PAYE data for employment/wages & GDP(I)

Using new data sources

Explore

Understand data and its quality: how much value is in the data?

Develop

Develop methodology and process to incorporate the data

Put into production

Integrate data into production process to either replace or supplement surveys

- New admin data sources have huge potential
- But each will need to be properly understood
- Rarely a 'like for like' replacement for surveys
- Finally integrate data & rationalise ongoing surveys

Governance and oversight

National Accounts & Economic Statistics (Nick Vaughan)	Economic Statistics Transformation (Frankie Kay)
Focus on ongoing production	Programme to transform systems, data, capability, processes & methods

- In reality, strong dependencies means working as single team/common resource pool on transformation
- Nonetheless, rigorous approach to programme management and managed through Economic Statistics Transformation Programme
- Latest high level view of projects on next slide

Key area: National Accounts

- Provide an exhaustive description of UK economy
    - 3 measures of GDP to provide single balanced estimate
    - 6 institutional sectors
    - 4 industrial sectors (& hundreds of sub-sectors)
    - 4 separate accounts
    - Alongside balance of payments (trade, property income, capital account, FDI)
- All in all >7,000 time-series variables that need to
    - Balance and follow accounting identities each quarter, and
    - Provide a consistent time series that makes economic sense, as far back as 1948
- Both in current prices and 'real terms'

National Accounts key product: GDP

Production/ Output		**Expenditure**		**Income**
GDP(O)	=	**GDP(E)**	=	**GDP(I)**
=		=		=
Output		Consumption		Compensation of employees
−		+		+
Intermediate consumption		Investment		Gross operating surplus (profit)
		+		+
		Government spending		Mixed income *(self employed)*
		+		
		Net trade		
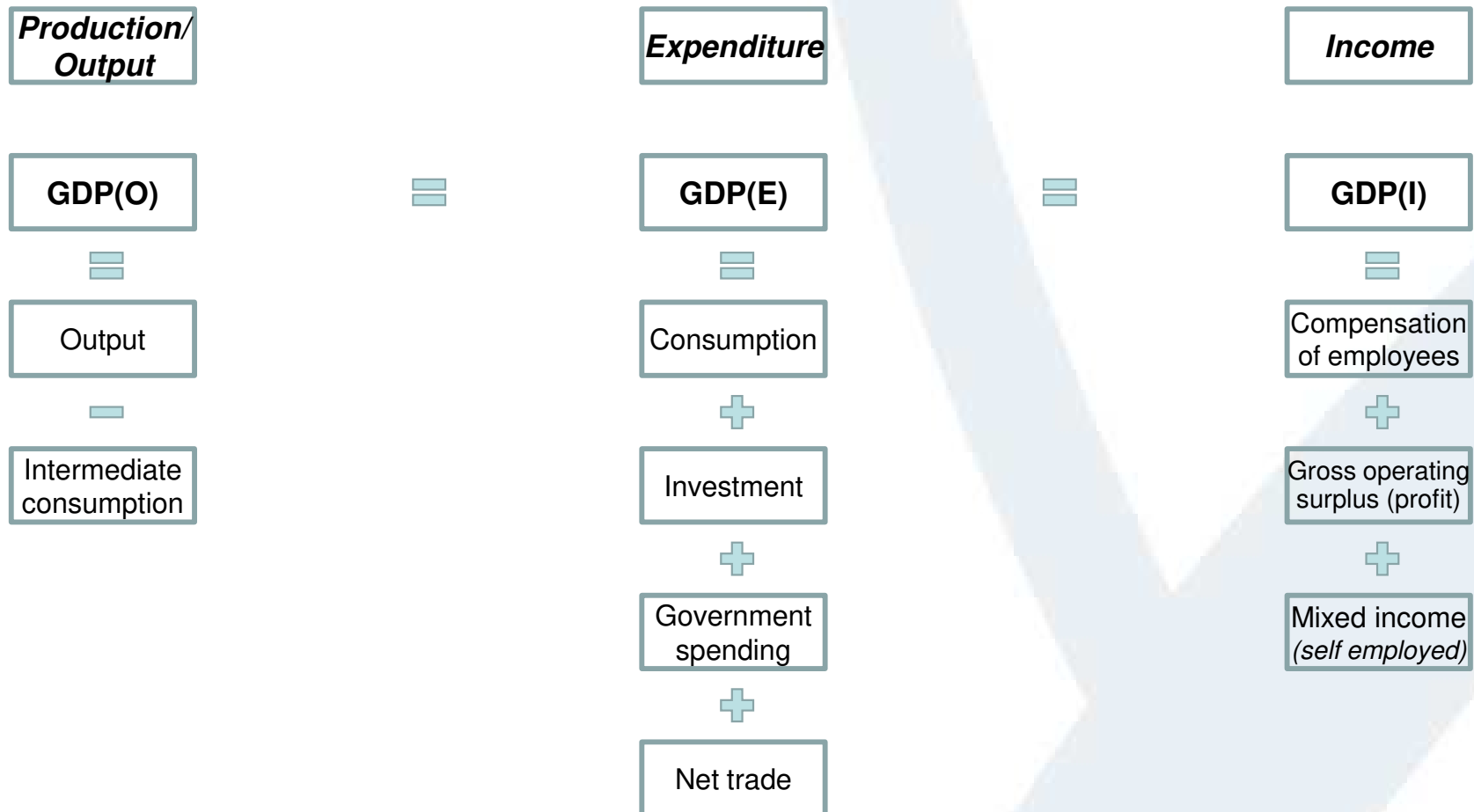
Prices & labour market key products

Prices		*Labour market*
Consumer prices		Employment level
Rents		Employment hours, etc.
House prices		Unemployment
Business prices & deflators		Inactivity
		Wages

Dependencies

Technology	Data Management Platform key to using new, large datasets from 'explore' phase through to 'production'
Data collection	Work with Data Collection to phase the migration of surveys online to ensure back end systems are ready to take new data
Admin & 3rd party data	Bring in data in time to 'explore' and 'develop' new methods, and have good understanding of its strengths and weaknesses
People	Have sufficient skilled analysts to analyse the data combined with subject matter experts who understand statistical context
Methodology and academic input	Need internal methodology capability for new data sources, combined with external academic expertise on conceptual/measurement issues

Population and Public Policy

A product view

Iain Bell
Deputy National Statistician, 14 July 2017

Population and Public Policy

Data Delivery	Population and Public Policy Analysis
	Statistics and policy analysis

Population and migration

Crime and Justice

Health and Social Care

Wealth, Income

Public Sector Efficiency

Administrative data

Census

Social Surveys

Business surveys

Underpinned by common platforms, methods, finance and HR systems, policies and support.

Economic Statistics

Other Government Statistics

Sustainable development

Inequality

Ageing Society

Industrial Strategy

Public sector efficiency

Data Collection Transformation gives more granular, more timely data and analysis

Population and Public Policy – Resource Summary

£m

Chart legend:
- Census (incl Admin Data Census)
- Data Collection Transformation
- Data Collection Operations
- Public Policy Analysis

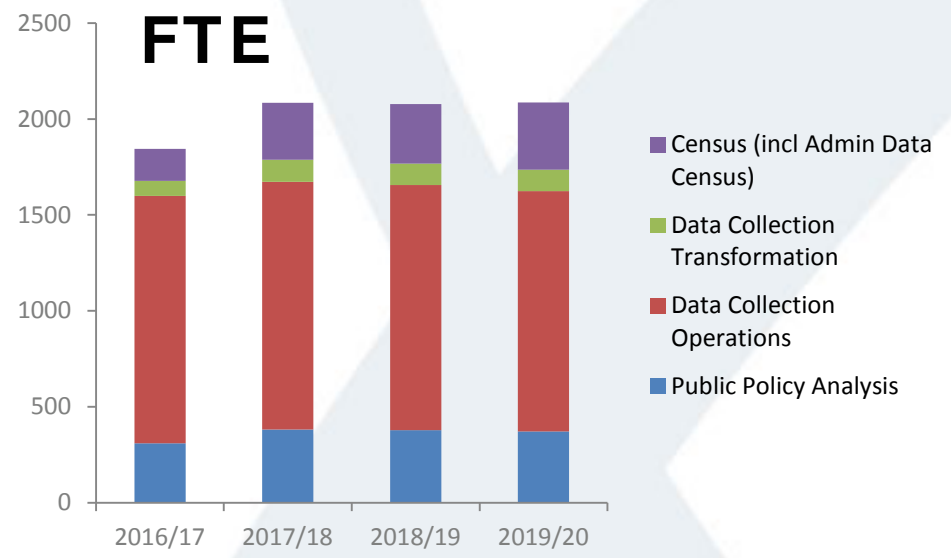Years: 2016/17, 2017/18, 2018/19, 2019/20
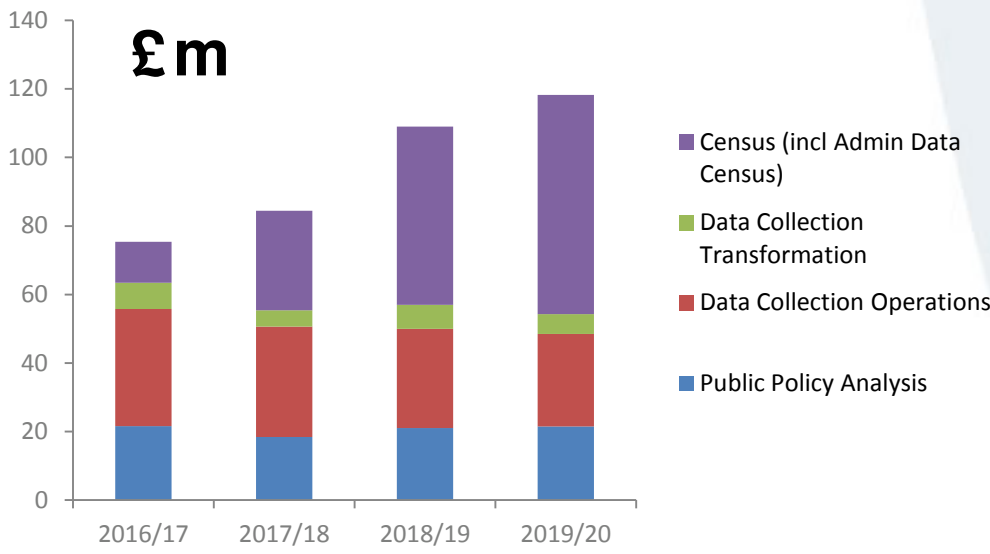
Workforce (FTE basis)
- Future years' plans are subject to our 'Target Operating Model' work – which will formalise 'top-down' plans for further reductions in core operations and plans for increasing income funded posts in social surveys.

Budget
- Represents the 'management view' rather than output based.
- Does not include all indirect e.g. allocation of IT overheads

FTE

Chart legend:
- Census (incl Admin Data Census)
- Data Collection Transformation
- Data Collection Operations
- Public Policy Analysis

Years: 2016/17, 2017/18, 2018/19, 2019/20

PPP priorities

- Deliver data and statistics outputs to time and quality.
- Improve national and local statistics through:
  - Better coherence by setting out easy to navigate frameworks that allow users to navigate a wide range of data on complex public policy issues (often across a number of producers).
  - Identify and fill gaps in statistics both nationally and locally to meet user needs.
  - Better quality statistics: making more use of administrative data and increasing response rates to social surveys.
- Improve decision-making by:

  Providing more cross-cutting analysis of key policy areas/themes.

  Bringing the wealth of our data to the fore through secondary analysis to support national and local policy-makers.
- Increase our current efficiency through moving more business surveys online and undertaking continuous improvements to our practices.
- Improve future efficiency by fully understanding the impact of online Census and social surveys.

Public Policy Analysis

Population and Public Policy Analysis		
Statistics	and	policy analysis

Population and migration

Crime and Justice

Health and Social Care

Wealth, Income

Public Sector Efficiency

Economic Statistics

Other Government Statistics

Sustainable development

Inequality

Ageing Society

Industrial Strategy

Public sector efficiency

Deliver the following priorities
Improve national and local statistics through:
-Better coherence by setting out easy to navigate frameworks that allow users to navigate a wide range of data on complex public policy issues (often across a number of producers)
-Identifying and filling gaps in statistics both nationally and locally to meet user needs.
-Better quality statistics: making more use of administrative data and increasing response rates to social surveys.
Improve decision-making by:
-Providing more cross-cutting analysis of key policy areas/themes.
-Bringing the wealth of our data to the fore through secondary analysis to support national and local policy-makers.
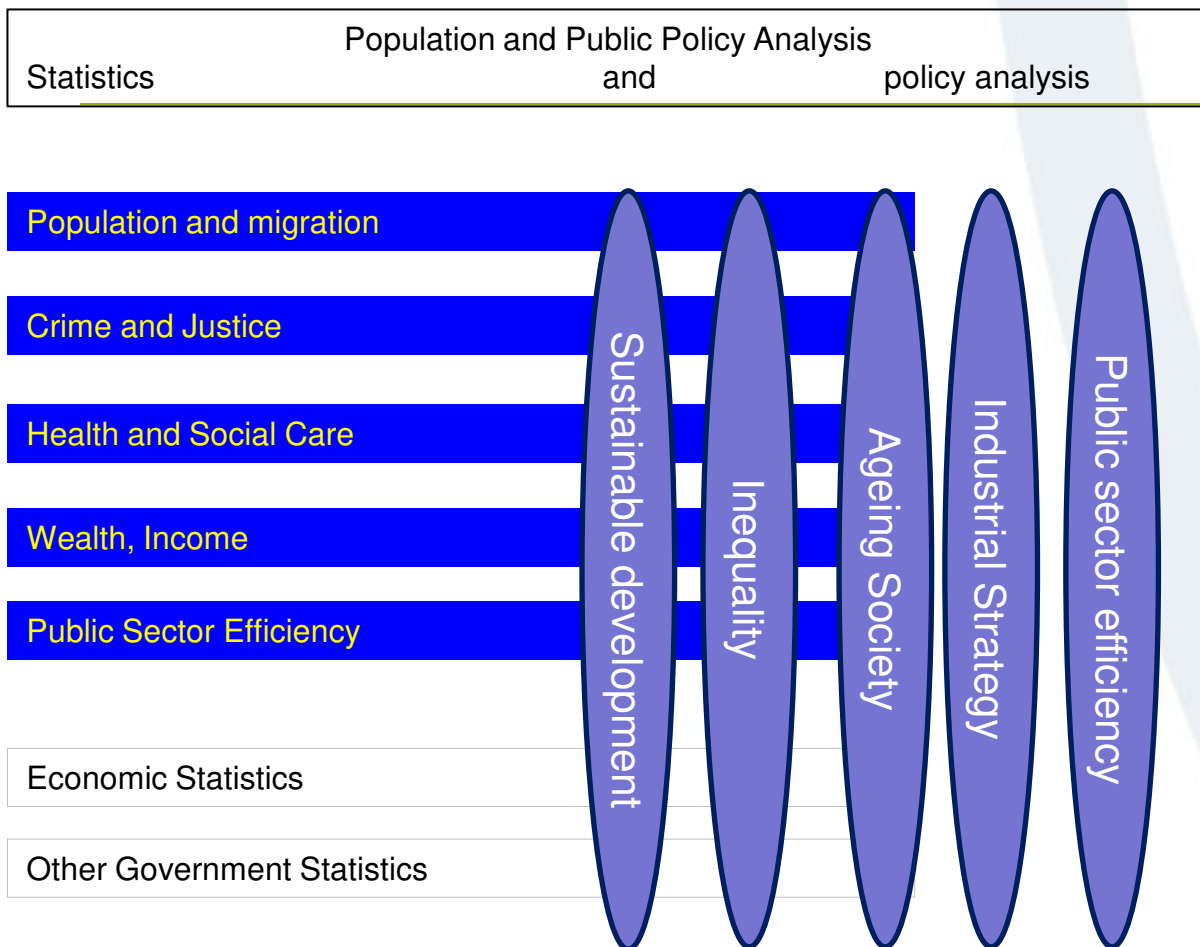
Note on Statistical frameworks:
Unlike Economic statistics, there are few International statistical frameworks for social statistics. In addition, the statistics are often produced by multiple bodies.
This means we need to work across Government and wider to develop and agree with users the right statistical frameworks that reflect the outcomes and the processes and inputs currently being used to deliver these outcomes. These are in various stages of development.

Population and Migration statistics:

2017/18 aim: embed coherent statistical framework, set out improvement plan, deliver improved student and employment migration estimates. Restore trustworthiness.

Milestones	Key dates
Analytical pieces helping to explain the impact of migration including: Living Abroad country papers. Articles on impact of migration on health sector; migration links to ageing and social care; demographic impact of migration and the labour market.	From June 2017
Article explaining student migration gap. Includes outcomes of the online student survey. Also contains analysis linking student data with Exit Check data to understand student migration.	August 2017 alongside Quarterly release
First Mid-year population estimates by ethnic group since 2010.	August 2017
Set out migration statistics improvement plan, re-emphasise conceptual framework and set out programme of analysis.	September 2017
Set out population statistics roadmap across Census and more regular outputs (in collaboration with Census Transformation Programme).	October 2017
Pilot variant national population projections self-service model so people can vary assumptions.	Early 2018
Population by Country of Birth and nationality increases from annual to twice yearly.	2018
Publish sub-national Sexual Identity estimates.	Spring 2018
First ONS Household projections (with new methods. Previously CLG publication).	Summer 2018
Improvements to Migration Statistics, analysis and promotion of understanding, using linked admin data from Data as a Service (main sources, Home Office, DWP, HMRC and HESA.	Over next two years

Crime & Justice statistics:

2017/18 aim: Establish common statistical framework across GSS to enable a single and coherent front-end to access statistics and help with priority setting for filling gaps in statistics

Milestones	Key dates
Establish cross-GSS working group to agree a coherent conceptual framework covering crime, pathways to crime and criminal justice and hold workshop to seek views.	August/Sept 2017 Workshop in autumn
Publish package of outputs on risks and perceptions of risk of being victim of crime – crime risk calculator, article on perceptions and actual levels of victimisation.	August/Sept 2017
Complete pilot of new crime survey module on children's experience of cyber crime. If successful, include on survey from October to improve relevance of existing source.	August/Sept 2017
Start regular release of new Crime Severity Score, incorporating improvements following feedback from users, to provide more helpful measure of impact of crime.	October 2017
Complete phase 1 of crime survey development & testing work looking at feasibility of on-line collection. First step in bringing survey in-house and multi-mode by 2022.	October 2017
Collaborative domestic abuse release bringing together data from HO, MoJ, CPS, ONS, HMIC and voluntary sector. Range of sources expanded from initial release (Dec 2016, just ONS/HO/CPS). Meets HMIC recommendation on joined-up information for planning and assessing service delivery.	November 2017 November 2018
First published estimates of change in fraud and cyber-crime from crime survey (as will have 2 full years of data).	January 2018 & quarterly thereafter
Publish common statistical framework to help users navigate statistics and analysis across the criminal justice system.	March 2018

Health

2017/18 aim: embed framework and portal to ease access to health and care statistics across government; rationalise publications to provide coherent user-based outputs. Link data to improve evidence

Milestones	Key dates
Health landscape portal embedded for entry to statistics. Used to target rationalisation of outputs.	June 2017
Rationalise publications across government to be more topic-focused: cancer survival; smoking-related deaths; infant mortality statistics; and consultation on definition of alcohol-related deaths to enable rationalisation. Introduce new health compendium. First quarterly mortality report with improved timeliness.	June 2017 onwards
New research into avoidable, preventable and amenable deaths by deprivation strata.	August 2017
Set out cross-government plan to improve statistics on calorie consumption with PHE and DEFRA.	Autumn 2017
New analysis of volatile substance abuse – first bulletin since 2009.	Winter 2017
Report on feasibility of health projections.	Winter 2017
New analysis of smoking inequalities.	Winter 2017
Life expectancy in 2016 using weekly deaths.	2018
Methodological improvements to health state life expectancies with back-series.	February 2018
Life and healthy life expectancy by Index of Multiple Derivation.	February 2018
Deep dive into coroners records on occupations with high risk of suicide to provide new insights.	Spring 2018
New publication on student suicides, linking HESA student data to suicide data.	Summer 2018
New publication on suicides related to drugs - linking to NHS prescriptions data to suicide data.	Autumn 2018

Social Care Statistics - across the Government Statistical Service, we don't have a coherent overview of the current publications. So priority for this year is to map out landscape and set out a work plan. Once the landscape is mapped, we can begin to develop the statistical framework. PPP may have to consider balance of priorities and assess whether more could be achieved here.

Income, wealth and assets

Aim for 2017/18: bring greater coherence across the GSS to measurement, analysis and dissemination of statistics on income and wealth

Milestones	Key dates
Effects of Taxes and Benefits released, including improved timeliness.	April 2017
Strategy for improved coherence of wealth, income and expenditure.	
Nowcasting household income in the UK: financial year ending 2016.	August 2017
Publish estimates of household income at small area level through Admin Data Census. Agree cross-GSS method for median income analysis.	Autumn 2017
Combined Living Cost and Food Survey and Survey of Income and Living Costs. First results.	Autumn 2018
Early indicator estimates from the Wealth and Assets Survey: attitudes towards saving for retirement, credit commitments and debt burden, July 2016 to Dec 2016.	June 2017

Environmental accounts and natural capital

Aim for 2017/18: develop environmental statistics and increase their impact and use.

Milestones	Key dates
Natural Capital: experimental carbon stock accounts.	June 2017
Scoping UK coastal margin ecosystem accounts.	June 2017
Redesigned the Environmental Accounts to improve user understanding of complex framework.	July 2017
Land and habitat ecosystem accounts.	July 2017
Mountains, moors and heath habitat.	July 2017
Publication of UK Natural Capital Accounts with improved scope, sources and methods.	November 2017
Set out strategy and phase 3 of Roadmap to 2020 for developing estimates of natural capital estimates (with Defra).	December 2017

Cross-cutting statistical products

2017/18 aim: deliver improved statistics and policy support on public sector productivity and efficiency; the equalities agenda. To deliver Sustainable Development Goal reporting. New cross-GSS publication strategy on major topics starting with Ageing

Milestones	Key dates
Equalities agenda – A) Personal well-being by sexual identity published. B) Workshop with Social Metrics Commission to discuss future poverty definitions. C) Pensioner inequality: Retired households income distribution published. D) Workshop with Government Equalities Office to set future direction for analysis. E) Race Disparity Audit will be published by Cabinet Office including ONS data.	A) May 2017 B) July 2017 C) July 2017 D) August 2017 E) October 2017
Sustainable Development Goals – A) Consultation Launched. B) Working with Data Science Campus to develop collation and dissemination tool. C) First Sustainable Development Goals report published with existing indicators. Set out plans for filling gaps. New online tool for ease of use.	A) June 2017 B) September 2017 C) November 2017
Public sector efficiency – A) Tool developed on back of statistical work to encourage Local Authorities to manage schools in financial risk and to give the Education Funding Agency oversight of Local Authority performance managing their schools. B) Development of a new adult social care quality measure. C) English Health Productivity to be published as part of regular healthcare productivity and alongside total public service productivity publication.	A) Autumn 2017 B) January 2018 C) January 2018
Ageing: Publish high impact report and data on the impact of the Ageing Population, covering economic, social, community impacts and access to services.	2018

Supporting national decision-makers through analysis of ONS data

Aim for 2017/18: establish seat at table against Government Priorities through the Project Commissioning Board. Support these with new analysis and insight, publishing relevant material whenever possible

Evidence already provided on:
- Adult Social Care (CO, DH)
- Returnships (GEO, CO)
- No.10 Childcare Review (CO, Cross Gov Analytical Group)
- Automation/Innovation (No.10, CO, BEIS, HMT)
- Industrial Strategy (No.10, CO, BEIS, DWP, CLG)
- Brexit-related work (DExEU, HO, DWP, Cross-Whitehall Analysts Group)
- Progression in the labour market (DWP, CO)
- Gender pay gap / low pay (DWP, HMT, BoE, BEIS, LPC)
- Health efficiency (No.10, HMT, DH)
- Analysis to support Childcare, Earn or Learn, Housing Taskforces (COIU)
- Sickness absence in the labour market and Disability and employment (DH-DWP Joint Unit, CO)
- Children living in long-term workless households (DWP)

This will lead to publications:
- In July 17: statistical release on industrial risk and resilience with data science visualisation tool to go live following that. This will include a set of indicators to monitor industrial decline and conditions for industrial growth.
- In August 17: Article on earnings and low pay using LFS data, with overall and conditional earnings distributions for 2016Q4, comparisons with ASHE, and time series of numbers of people paid below the national minimum wage/living wage for 2004-2016, conditional on covariates.
- In Autumn 17: Article and statistics on labour market activity of parents (to support No.10 Childcare Review and GEO on Returnships and Gender Pay Gap).
- In Autumn 17: Article on the state of the adult social care market.

Better data for local decision-makers:

2017/18 aim: set framework for supporting sub-national decision-makers, and continue to identify and fill data gaps in sub-national statistics including improved local housing and productivity data.

Milestones	Key dates
Support sub-national decision-makers, particularly devolved areas and city regions, through ad-hoc analysis of ONS data.	Ongoing 2017/2019
MOU for partnership working with West Midlands Combined Authority to improve relevance of evidence base.	July 2017
Produce **framework** for subregional stakeholder engagement and priority setting.	Sept 2017
a) Labour **productivity** in rural and urban areas. B) European comparisons of subnational productivity. C) Regional and Subregional Productivity. The latest outputs to improve evidence base around subnational productivity.	a) Apr2017 b) Autumn 2017 c) Jan 2018/Jan2019
Quarterly analysis of **wellbeing** including 3 year dataset to improve local authority level data.	Apr 2017
a) Regional UK **service exports** estimates and b) regional trade in services by destination. Part of the devolution programme implementing improvements identified by Bean Review.	a) May 2017 / 2018 b) July 2017
a) Private **housing** rental price index prototype. We will be working with CLG using Zoopla data to produce this output. B) New output on **Housing** dwelling stock by tenure. C) Housing summary measures, a prototype dashboard of official stats on housing D) House Price statistics for small areas	a) August 2017 b) Autumn 2017 c) Nov 2017 d) Qtly to 2019
Put OECD **international** city definitions on a legal footing. ONS leads this for the UK working closely across GSS and the devolved administrations.	September 2017

Better data for local decision-makers - Administrative Data Census:

Aim: to release increasing amounts of administrative data at local levels to show the ability of administrative data to replace the Census

Milestones	Key dates
Administrative Data Census Annual Stock-take.	Published June 2017
New analysis published on mother's income and household size.	24 July 2017
New analysis published on ethnicity using administrative data.	24 July 2017
Research published on use of administrative data to measure local income for individuals and households – working across GSS to agree approach to medians and ensure consistency across GSS where appropriate.	Autumn 2017
Research published on measuring the size of the population at Output Area level.	November 2017
Research on ability to measure the number of occupied addresses at Lower Super Output Areas.	Feb 2018

Better data for local decision-makers - Census 2021

Aim: to deliver a predominantly online Census in 2021

Milestones	Key dates
Builds key systems and approaches for 2021 census. Procurement pack published for print and post out services. Procurement pack published for Contract Centre Services. Detailed planning for 2019 Rehearsal (T2) starts. IPA Review (Gateway/PAR). Programme Business Case V2.0 signed off by ONS and submitted to HM Treasury. Initial evaluation for 2017 Test completed.	Q2 2017
Builds key systems and approaches for 2021 census. Procurement Pack Published for Field Force Supplies, Logistics and Replenishment. Detailed planning for 2019 Rehearsal approved. White Paper Signed-off by ONS, Welsh Government and UKSA. Proposals for questions and topics for inclusion in the White Paper agreed. Decision on Sexual ID Inclusion.	Q3 2017
Builds key systems and approaches for 2021 census. Procurement pack published for post back services.	Q4 2017
Continue with build of key systems and approaches for 2021 census.	2018/19
Tests key systems and approaches – 2019 rehearsal.	2019/20

Data collection change: Priorities for 2017/18

- Continue to roll-out business surveys online, releasing cash savings;
- Work closely with ES colleagues on the rationalisation and integration of short-term surveys;
- Undertake significant Labour Force Survey testing on the road toward an Integrated UK Household Survey, incorporating the ADC Population Coverage Survey;
- Embed a corporate fulfilment solution in our field operations (i.e. getting the right materials to the field better);
- Improve the Household Finance Survey and LFS sample using non-survey data, e.g. to reduce incidence of ineligible addresses;
- Move to have International Passenger Survey data collected via tablet devices;
- Shift the Opinions Survey to our telephone unit, saving nearly £600k.

Business Survey roll-out in 17/18

Business survey on-line roll out * dependent on readiness of new Response Management Platform which is currently being developed. Current platform is not scalable for additional surveys.	Key dates
Monthly Business Survey	From Nov 17
Quarterly Capital Assets	From Dec 17
Quarterly Stocks	From Dec 17
Ecommerce	From Jan 18
Annual Capital Assets	From Jan 18

Note the Business surveys already online (translated as is):
- Monthly Commodity Inquiry (subset of RSI)
- Retail Sales Inquiry
- Quarterly Business Survey
- Monthly Wages and Salaries Survey
- UK Innovation Survey

Transformation of Short Term Surveys	Key dates
Use of new platforms, methods and capabilities to underpin development and assessment of integrated short-term surveys.	Mar 18
Statistical Business register (SBR) first implementation incorporating available (VAT) data sources linked at unit level.	Mar 18

Improving LFS response rates

Key steps	Key date/comment
Approval given to recruit beyond current resource controls - i.e. recruit a reserve in all areas to cope with leavers.	SSD currently working with HR partner to agree approach & delivery date
Reinstate a clear priority order. LFS and LFS reissues are first.	Ditto
Switch telephone interviews currently done at Wave 1 back to face to face.	Ditto
Roll out incentive to all LFS.	June 17 – now underway (£5 to 50% and £10 to other 50%)
Test of a shortened questionnaire and the impact on response.	ASAP – first draft produced
Field force modernisation 1) Improvements to the contractual framework of existing staff and 2) introduction of a bank of collectors. Both elements are designed to increase the flexibility of the field force, improving its ability to meet the changing demands for data collection.	Feb 18
Roll-out fieldwork management tool to enable the automatic allocation of work to interviewers, as well as real-time updates on case progress.	July 18 – four tools currently being assessed in Alpha. Will then seek legacy integration by end Dec 17.
Re-stinting.	March 18
Meeting wider GSS non-LFS needs.	Being assessed
Non-response bias analysis.	July 17
LMHD to conduct a RAG review of the quality of our outputs and produce an action plan to improve any areas of weakness.	No date yet agreed

LFS and Opinions Survey Online   Field Modernisation Plans 17/18

Opinions Survey in Telephone unit	Key date/comment
Test of transformed OPN questionnaire in Telephone unit.	Oct/Nov 17
Move OPN fully onto Telephone collection.	By April 18 *

*Note 'currently working through with customers and DST'

Labour Force survey - online test plan	
LFS Quantitative test 1 (online uptake) completed.	Aug17
LFS Quantitative Test 2 (test to establish optimum incentive strategy for on-line only) completed.	Oct 17
LFS Quantitative Attrition testing starts.	Jan 18

Field Force Modernisation	
Corporate fulfillment solution integrated in existing business model.	Sept 17
Field force using Corporate HR and Finance Solutions.	Jan 18
Modernised contracts for field force established.	Feb 18
Efficient and streamlined allocation of fieldwork; access to real-time electronic progress information (AKA - launch of fieldwork management tool).	July 18
All IPS data collected on tablets.	end March 2018

Working together to deliver

- These are an ambitious set of plans which rely on us working collaboratively with:

  Data Capability to:
  - Deliver the necessary systems and digital products for Data Collection Transformation – particularly important are the Data Management Platform, the Electronic Questionnaire, Respondent Management System, and Authoring Tool.
  - Deliver the necessary non-survey data to support our plans – key this year is Home Office migration data; and DfE's Longitudinal Education Outcomes and Learner Records Service.
  - Put the right plans in place to increase our capability.

  Economic Statistics to:
  - Transform data collection in lowest risk way and minimise inter-dependencies between economic statistics transformation and data collection transformation.
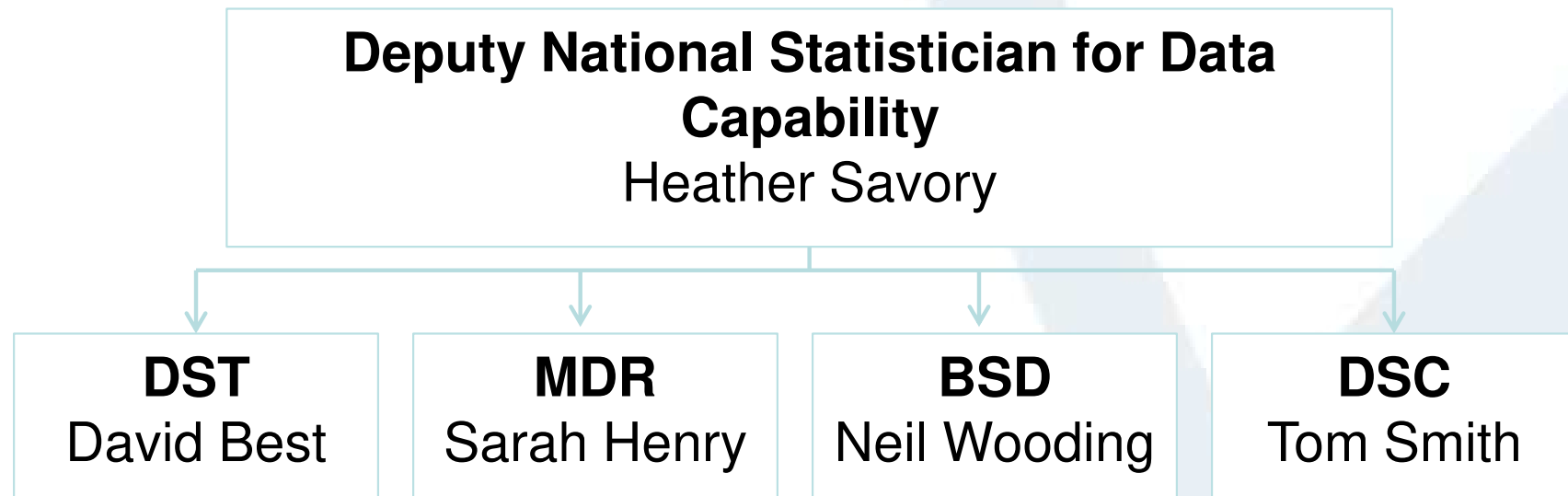 - Understand complex business units.

  Across the GSS and Other Government Departments to develop coherent statistical frameworks and transform the statistics into user-focused products, identify gaps in the statistics and fill them.
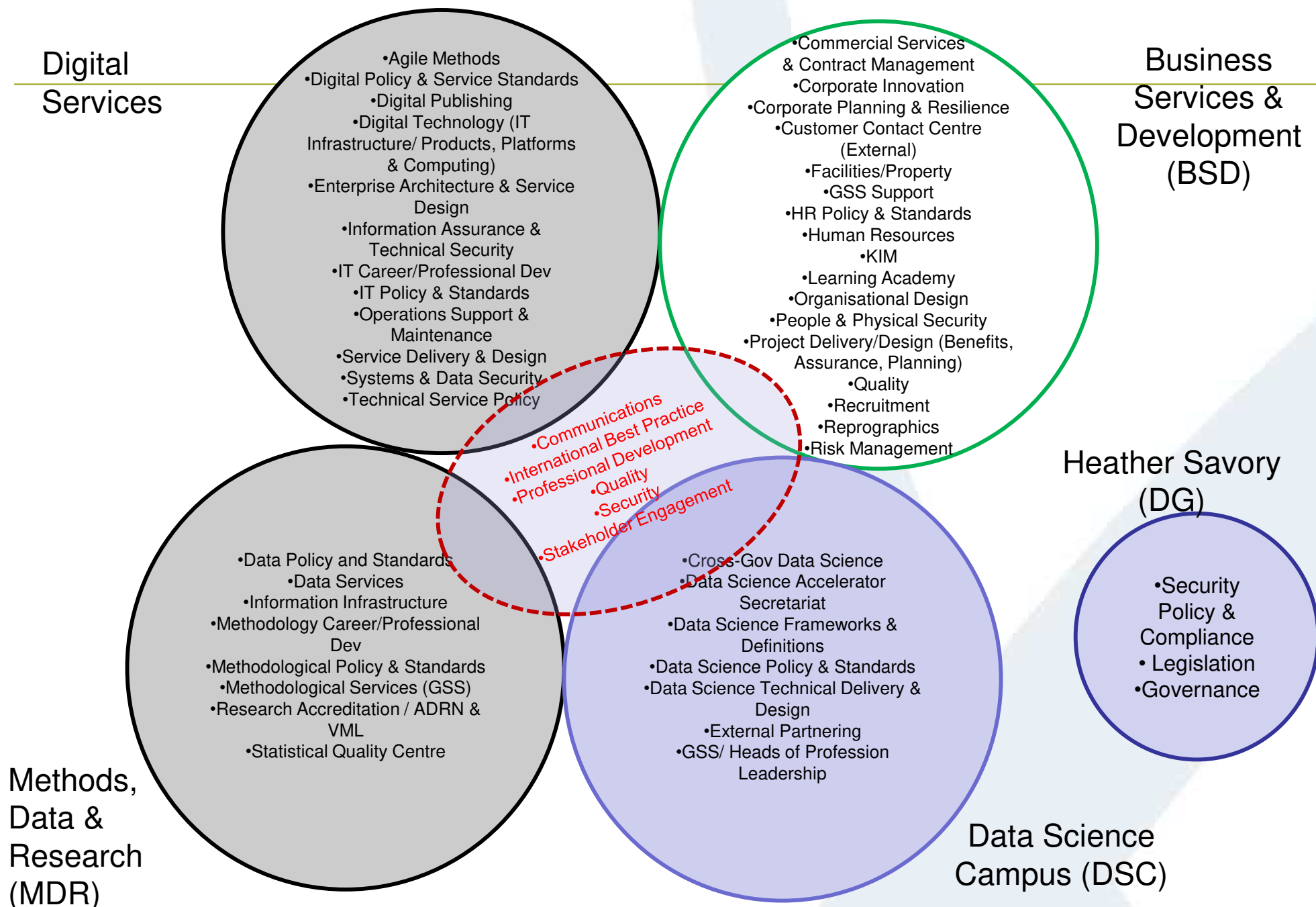
Data Capability

Heather Savory
Deputy National Statistician, 17 July 2017

Data Capability – our role

Delivering the services which enable ONS to function;
from car parking & capability to systems & data

Deputy National Statistician for Data Capability Heather Savory

DST David Best	**MDR** Sarah Henry	**BSD** Neil Wooding	**DSC** Tom Smith

Data Capability: Cross Directorate Services & Functions

Digital Services

- Agile Methods
- Digital Policy & Service Standards
- Digital Publishing
- Digital Technology (IT Infrastructure/ Products, Platforms & Computing)
- Enterprise Architecture & Service Design
- Information Assurance & Technical Security
- IT Career/Professional Dev
- IT Policy & Standards
- Operations Support & Maintenance
- Service Delivery & Design
- Systems & Data Security
- Technical Service Policy

Business Services & Development (BSD)

- Commercial Services & Contract Management
- Corporate Innovation
- Corporate Planning & Resilience
- Customer Contact Centre (External)
- Facilities/Property
- GSS Support
- HR Policy & Standards
- Human Resources
- KIM
- Learning Academy
- Organisational Design
- People & Physical Security
- Project Delivery/Design (Benefits, Assurance, Planning)
- Quality
- Recruitment
- Reprographics
- Risk Management

(centre, red dashed)

- Communications
- International Best Practice
- Professional Development
- Quality
- Security
- Stakeholder Engagement

Methods, Data & Research (MDR)

- Data Policy and Standards
- Data Services
- Information Infrastructure
- Methodology Career/Professional Dev
- Methodological Policy & Standards
- Methodological Services (GSS)
- Research Accreditation / ADRN & VML
- Statistical Quality Centre

Data Science Campus (DSC)

- Cross-Gov Data Science
- Data Science Accelerator Secretariat
- Data Science Frameworks & Definitions
- Data Science Policy & Standards
- Data Science Technical Delivery & Design
- External Partnering
- GSS/ Heads of Profession Leadership

Heather Savory (DG)

- Security Policy & Compliance
- Legislation
- Governance

Underpinning ONS's Transformation

- Digital Transformation

  Desktops

  Platforms

  Data Security

- Workforce Transformation

  TOM

  Capability

- Data Transformation

ONS Data Transformation

Goal: Improved use of data for statistics/research & decision making

1.0 ACQUIRE

1.1 Surveys
- **Business & Social**
- **Census**

1.2 Admin Data
- **DaaS**

1.3 Commercial Data
- **DaaS**

2.0 PREPARE

2.1 Data Catalogue
- **DaaS**

2.2 Data Infrastructure
- **Systems**
- **Address Index**
- **Business Index**
- **Geography**

2.3 Data Linking
- **DaaS**

2.4 ADRN (External)
- **DaaS**

2.5 Statistical Frameworks
- **Data Collection**
- **Production Areas**

3.0 ANALYSE

3.1 Economic Statistics

3.2 Social Statistics

3.3 Census & Admin Data

3.4 Big Data

3.5 Data Science Campus

3.6 ESCOE

4.0 INFORM

4.1 Statistical Outputs

4.2 Research Outputs

4.3 Open Data

4.4 Published Methods

4.5 External Researcher Support

4.6 Statistical Services

Data Services

Identified
Safe
Controlled access
Unrestricted access

SA(17)33c

Statutory
SRSA (inc ISOs)
DEA
STA (business)
Census Act
RSA (registration)
VAT/finance acts

Non Statutory
Voluntary Surveys
Non-controlled admin data
Commercial partnerships
Open data

DATA IN

Metadata

Data Library

Statistical Methods Development

Statistical Production

Statistical Research

Statistical Methods Advice

3rd Party Service

3rd party Disclosure

Statistical Releases

Ad-hoc Outputs

Inform Policy

Accredited Research Output

Devolved Statistics

DATA OUT

Data acquisition

Goal: many data sources

Acquire

Prepare Stage 1

Data Library

Searchable Inventory
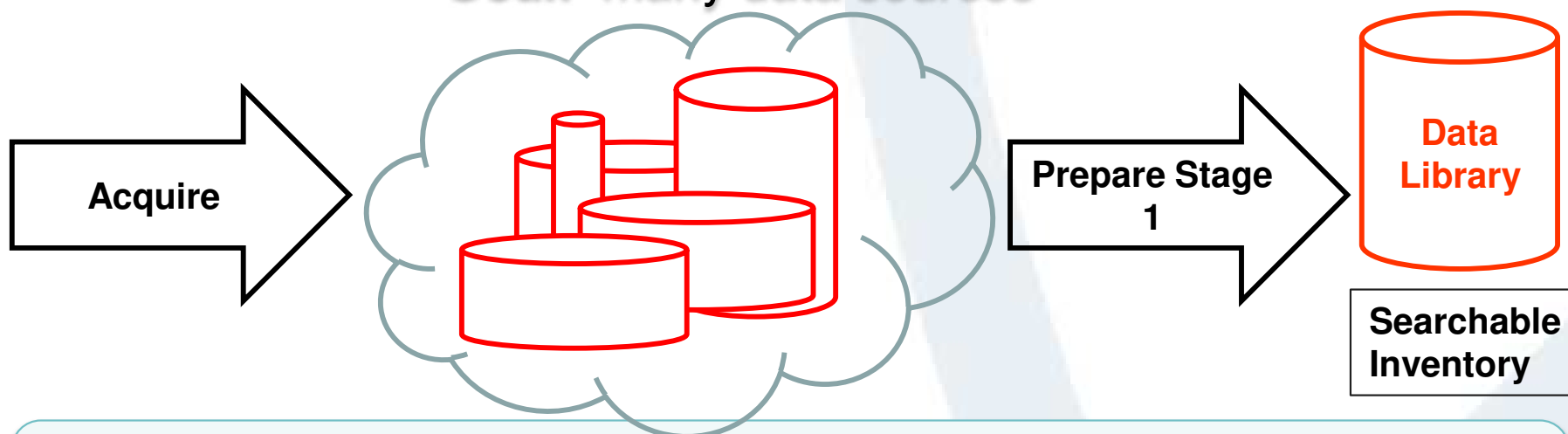
Principles:
- Data Partnership Agreements: data for <u>Statistics and Research Purposes</u>
- Investigate content and format of 'raw' data sample
- Minimise burden on data supplier (ingest data 'as-is' wherever possible)
- Collect data once, prepare once, use many times

Processes:
- Determine Content, Basic Quality, Security Classification
- Create Metadata

Outcome:
- An inventory of datasets, accessible inside ONS

Data acquisition

Scrutiny

Technical

Approach

Legal

Data Knowledge

Supply

Negotiate

Culture

MoU, services and or service level agreement (as needed leverage dynamic purchasing system)

Request

Data Partnership Agreement
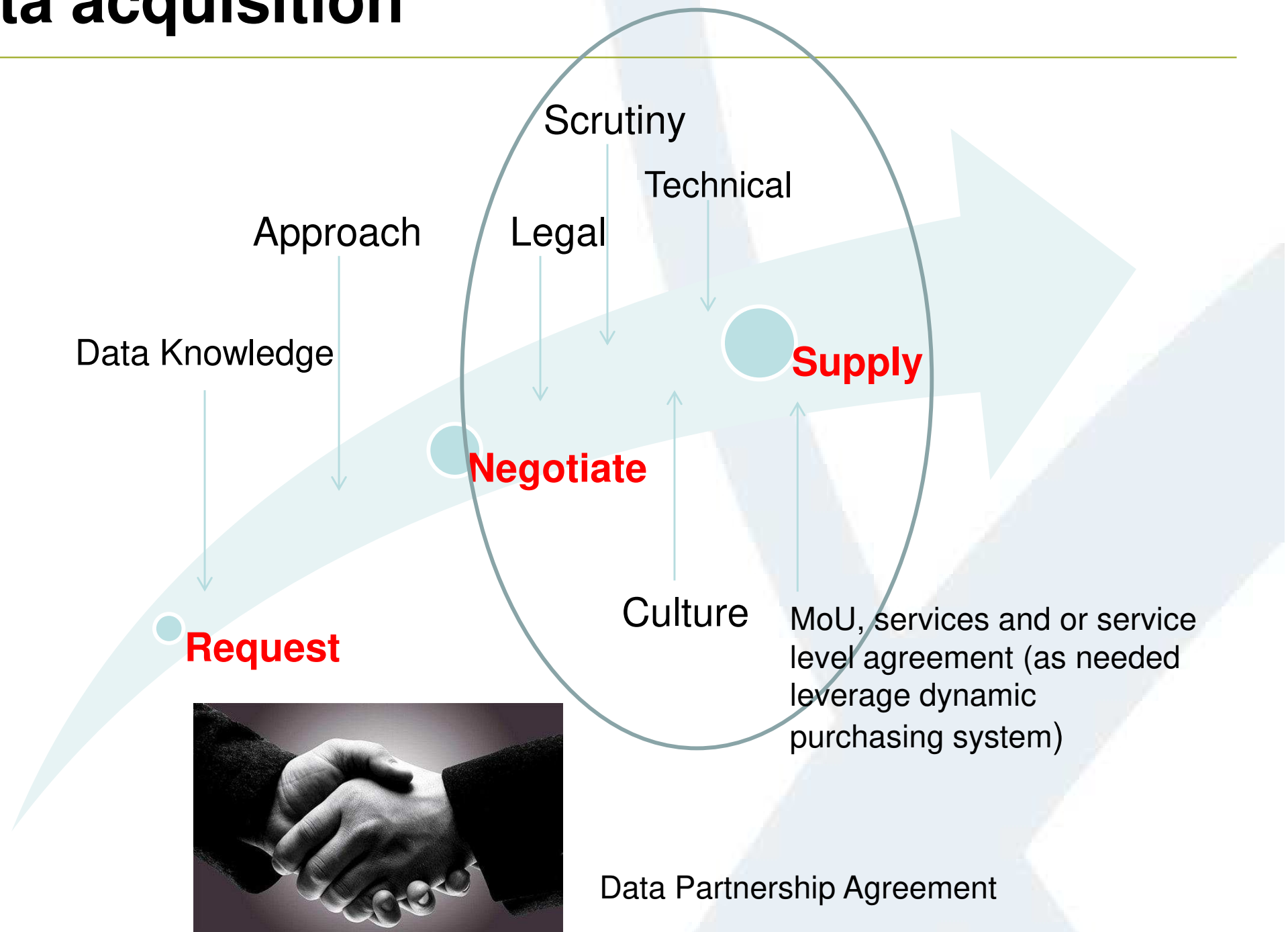
Data acquisition priorities 17/18

01

OGDs
HMRC – PAYE, self assessment and Corp tax
Education
Health – HES, mental health
Home office exit checks and semaphore

02

Other Govt
VoA,
Council tax
Financial Conduct Authority
DVLA

03

Commercial
EFA – borrowing and lending
EFA – Debts, Securities and shares
Mobile phones
Retail
Banks

04

Web scraping
VOA
Instagram
Facebook
Twitter
Google Earth
Zoopla
Charities Commission
Rate my landlord

Platform/Product delivery

2017/18 focus on enabling transformation with data, priorities are:

- Survey Data Collection Platform
- Statistical Processing Platform
- Data Management Platform
- Statistical Methods Library
- Statistical Business Register

DST Platform Goals for 2017/18

Survey Data Collection Platform

-Develop the ability for the prototyping and self authoring of surveys within the eQ Tool
- Establish user authentication and self service for respondents, allowing access to surveys.
- Enable automatic population and retrieval of past data for completion of surveys
- Go live with further on-line surveys based on business priorities
- Deploy offline collection tool

Statistical Production Platform

- Complete the implementation of the VAT processing and methods work.
- Define the architecture and toolset to orchestrate business processes and data journeys
- Complete work to onboard at least one business statistical output to the platform
- Define the interfaces from SPP to the statistical methods library & data management platform

Data Management Platform

- Establish key capabilities of DMP to allow future development and access to data to be managed effectively
- Load initial datasets onto the DMP to enable early access to data by divisions
- Establish interfaces and relationships with wider platform architecture

Statistical Methods Library

-Establish the methods catalogue to allow for visibility, governance and assurance of methods.
- Develop methods for business priorities (RSI) and the statistical business register (along with VAT)
- Define the patterns for exposing statistical methods as services to the wider platform architecture
- Prove the development of methods within Cloudera Hadoop toolset, in both an experimental and production environment

Registers

-Establish the Statistical Business Register and the ability to create frames (accessible via APIs) and the user interface to manage the register
- Expose the Address and Business Index via an API Gateway to allow for effective consumption
-Develop samples (via workflow driven methods) for use in the RSI production process

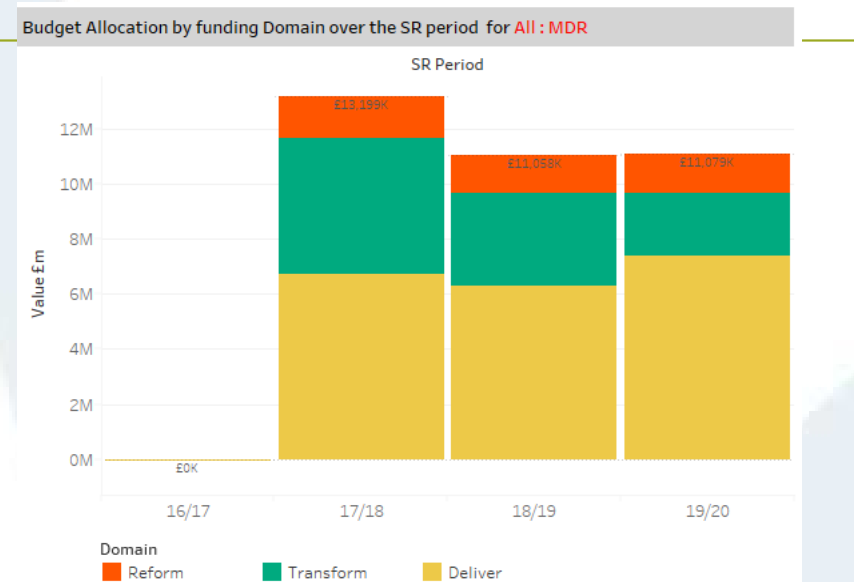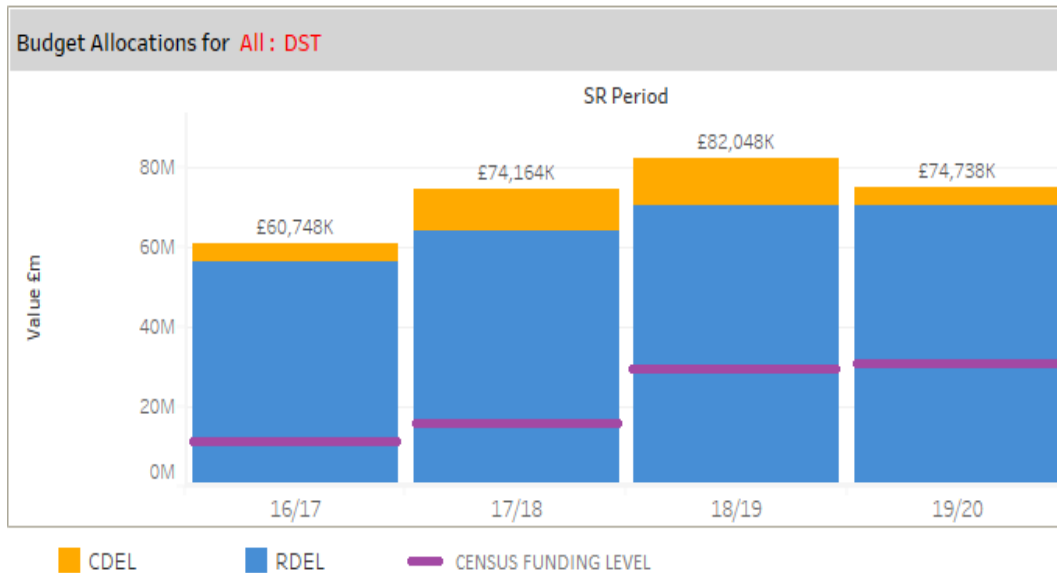# DST Capability Development by Quarter 2017/18
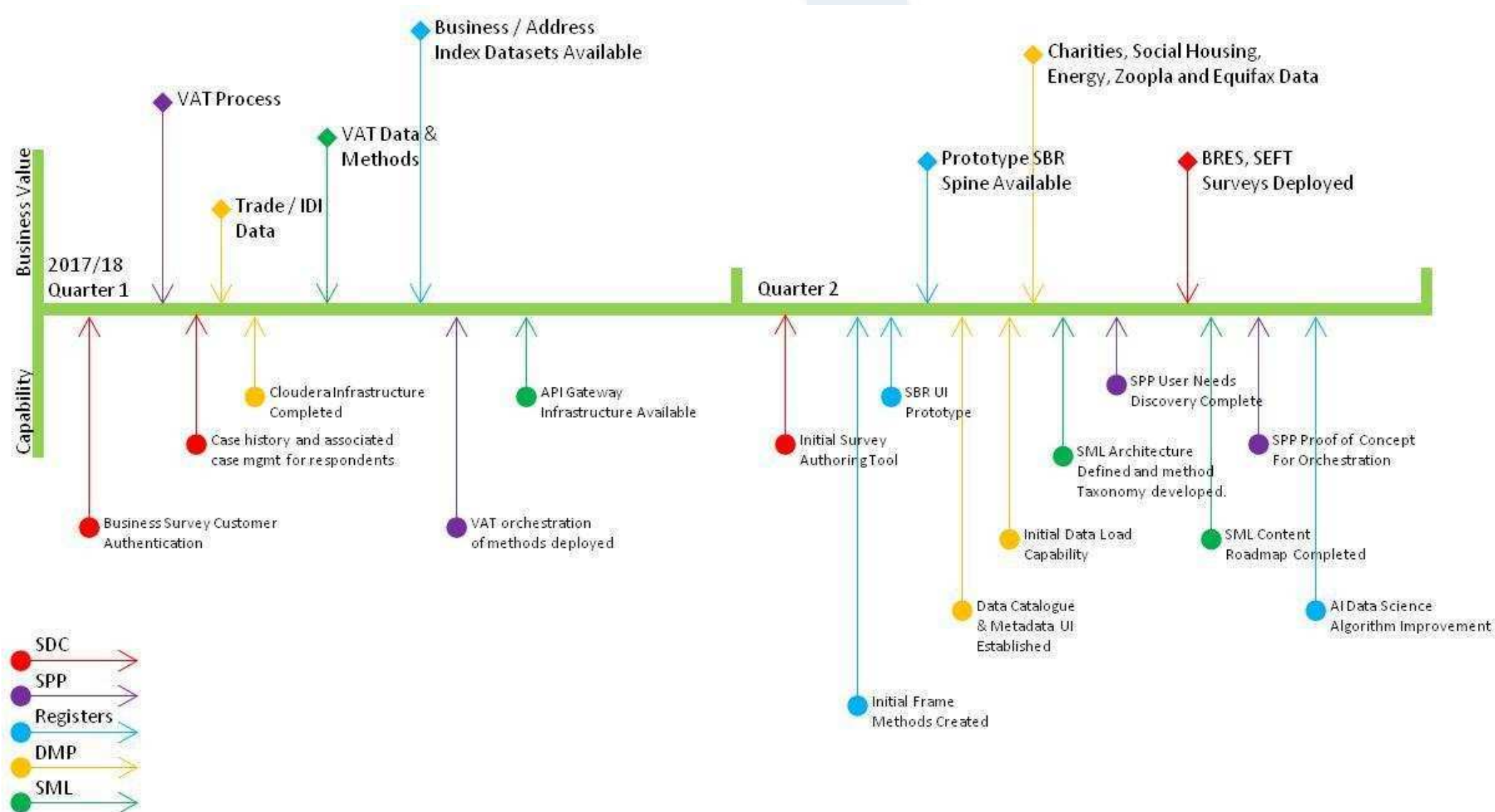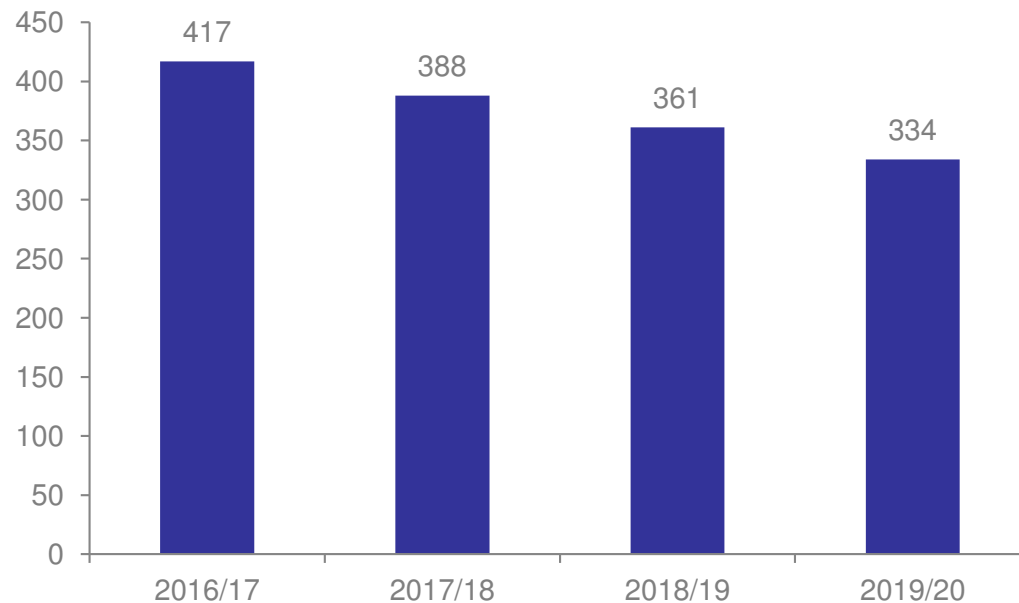
DST Capability Development by Quarter 2017/18
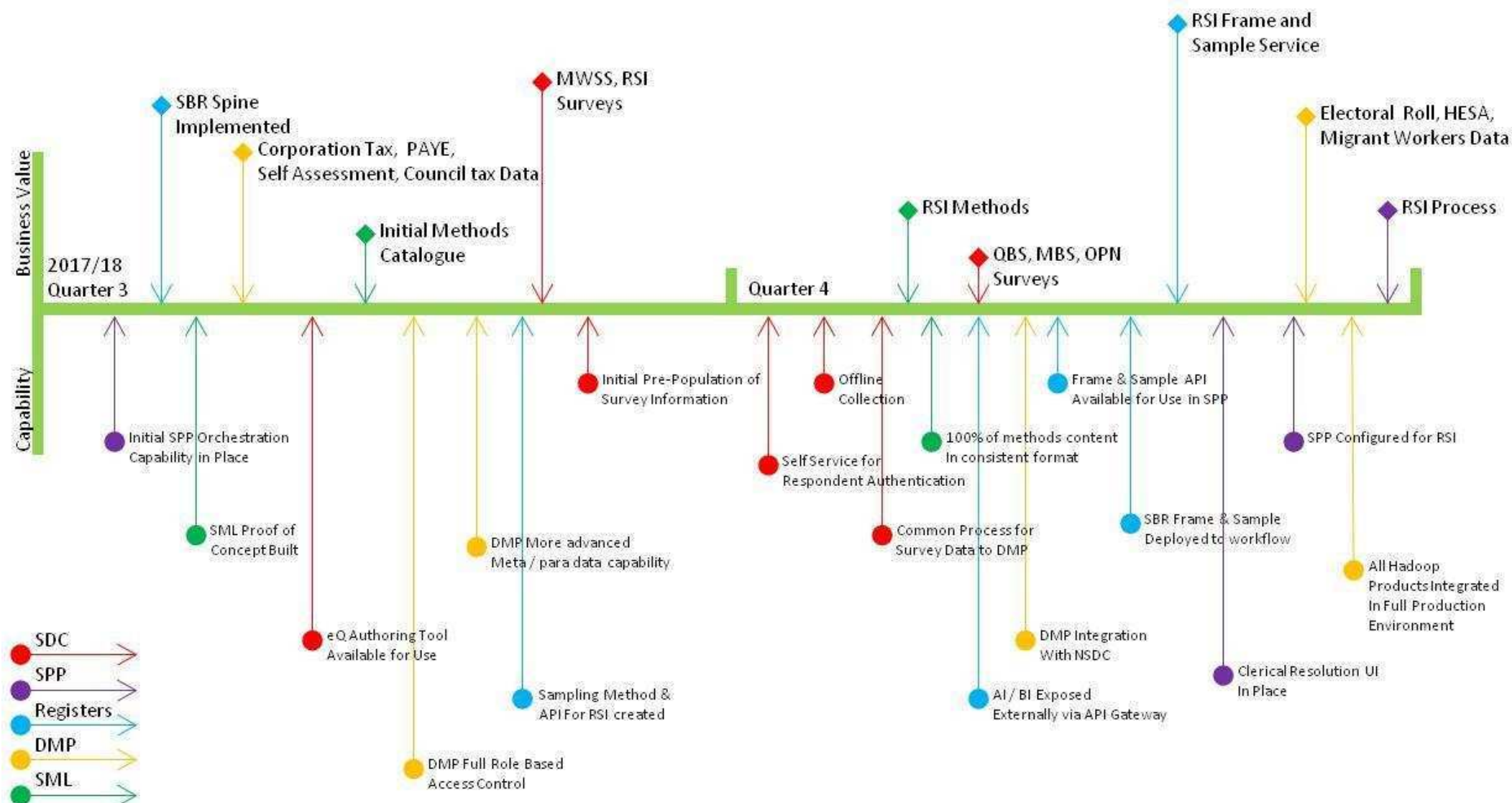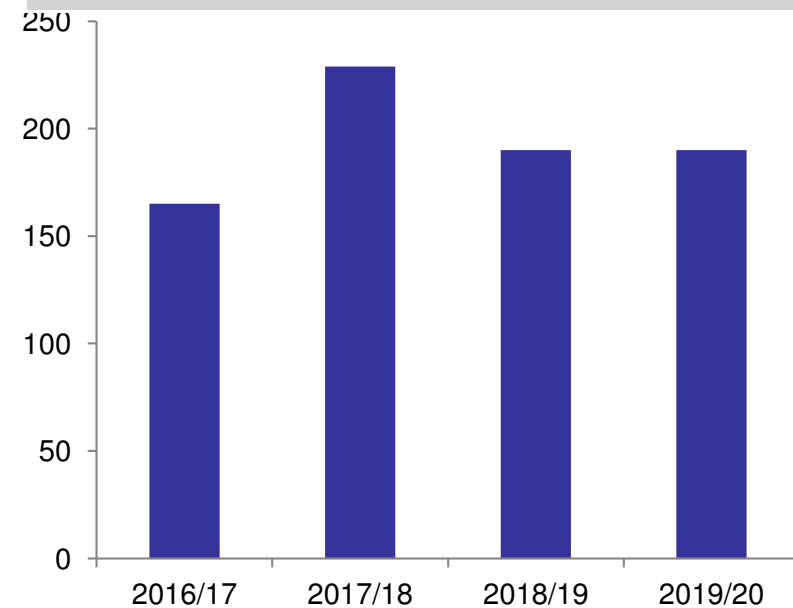
DST & MDR - Resource Profile

Budget Allocations for All : DST

SR Period

- CDEL
- RDEL
- CENSUS FUNDING LEVEL

Budget Allocation by funding Domain over the SR period for All : MDR

SR Period

Domain
- Reform
- Transform
- Deliver

SR15 FTE Forecast (DST)

2016/17	2017/18	2018/19	2019/20
417	388	361	334

SR15 FTE Forecast (MDR)

Data Science Campus

2017/18 focus on moving from start-up to delivery

- Government & ONS hub for data science

  Visible data science leadership, UK and international

  Community building and support, seminars, outreach

- Data science impact – project delivery

- Data science capacity building

  MSc, PhD programme, Apprentices, Mentoring & sponsoring

- Campus operating model

  Governance – advisory board, ethics

  Funding model – Phase 2

DSC - Resource Profile

Budget Allocation by funding Domain over the SR period for All : DSC

SR Period
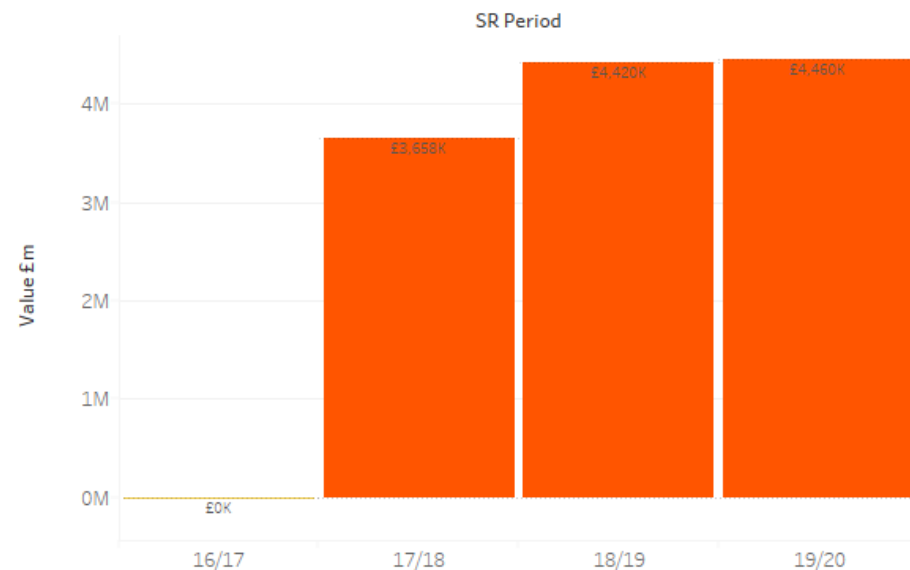
SR15 FTE Forecast
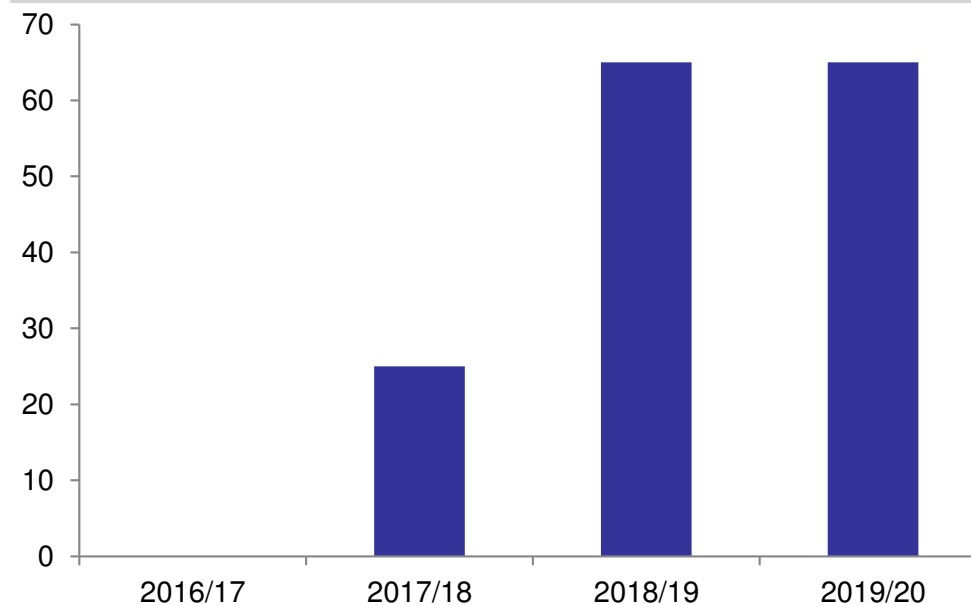
BSD
2017/18 Priorities

- **Deliver the workforce transformation programme and drive culture change across the organisation.**

- **Improve strategic and operational business planning, to build resilience, increase innovation and optimise delivery.**

- **Redesign core processes to ensure cost effectiveness and support organisational transformation.**

- **Optimise the Investment Portfolio to ensure programmes and projects are delivered to cost, on time and realise the expected benefits**

BSD - 2017/18 Key Milestones Q1 & Q2

Division	Q1	Q2
Knowledge, Learning & Capability	During this period we intend to design a higher degree apprenticeship career pathway for Wales and England, and will promote the ODP Data analyst career pathway	Review the online learning booking service (eventbrite) to ensure it is still fit for purpose for both booking purposes and gathering MI. Begin the implementation of the new Learning Platform (dependant on which platform has been decided on)
Knowledge, Learning & Capability	Review data science learning needs for GSS based on demand/requests for learning, to ensure that our data scientists have the capability to ensure that the GSS will be recognised for it's expertise. We will also extend the data science offer for the GSS (London and Leeds).	The GSS leadership offer will be reviewed following the pilot and if required, changes carried out prior to the offer being rolled out further.
People & Performance	Detailed plan for TOM workshops complete Workforce Governance, Data and Policy defined People Analytics Strategy agreed	Begin planning for next tranch of Voluntary Redundancies Communicate change to current resourcing framework and design and implement exceptions process
People & Performance	Produce plan for Culture Transformation	Equality Strategy updated and Diversity dashboard produced for submission to EDSG
Portfolio Management Division	Quarterly Project Delivery Profession update to Board Champion Project Delivery professionals are all assessed against the new competence assessment tool	We have a Champion-Challenger training programme in place
Portfolio Management Division	We have developed an attraction pack for recruiting P3M professionals We have developed an approach for implementing succession planning	We deliver the first annual (and monthly) benefits report to Portfolio Committee We will have benefits management and business case awareness sessions available to key areas
Service Centre	Collaborate with DTM to look at what is required and design a helpdesk service that meets customer needs	Continue the roll out of a programme of commercial training/education (launched in Q1) for the organisation, in order to embed the procure and contract management codes across all areas of the business; this will include seminars and workshops.
Service Centre	Employ the services of a business analyst to map the end to end recruitment service including processes and roles and responsibilities. Recommendation for improvements to be drawn up from this.	Plans to be agreed and signed off to launch a 'Capability Brown' project to enhance the external physical environment engaging all staff in the future of the site prior.
Corporate Planning and Resilience	Publish corporate business plan. Pilot output based planning approach. Implement new Performance Report at NSEG and Board level.	Initiate annual planning round through high level prioritisation. Develop full conceptual framework for output planning approach.
Corporate Planning and Resilience	Establish annual and multi-annual quality programme. Review of all corporate assurance activities.	Run Risk Appetite exercise at Board level. Finalise revised risk appetite. Consolidate and prepare risks for transition to new risk database.

BSD - 2017/18 Key Milestones Q3 & Q4

| Division	Q3	Q4
Knowledge, Learning & Capability	Summary of learning requirements to be developed following the completion of phase 3 of the strengths finder exercise. Third Living library event to take place - to help embed and establish the library. Dependant on SharePoint roll out - will begin to develop the Living Library within SharePoint	Align IAR improvement and reporting activities to DTM work on the Data Platform and Data Asset Register.
Knowledge, Learning & Capability	Rollout SharePoint across three directorates (four directorates in Q4).	We intend to launch the regional learning hub in this quarter. During this period we will be looking to develop customers requirements and build a plan to generate income from 2018/19.
People & Performance	Exploratory TOM workshops held for ESTP, DCTP, PPA and Census	Performance Management - commence roll out of revised assessment and training approach Commence roll out of revised recognition approach
People & Performance	Resourcing Frameworks Review - Review wider impact of Resourcing requirements against current Corporate Frameworks and produce NSEG recommendations paper	Corporate Resourcing Framework Implemented
Portfolio Management Division	We have completed a timely and accurate ONS GMPP Submission to Cabinet Office We are now aligned to the cross-government capability framework We have improved our meetings sequence and information flow	We have published Census Transformation Programme GMPP data on IPA Annual Report
Portfolio Management Division	Census Transformation Programme Business Case approved by HMT (31/10) Data Collection Transformation Programme Business Case approved by HMT (31/10)	We will lead submission of a refreshed Economic Statistics Transformation Programme Business Case to HMT
Service Centre	Open new state of the art 'learning space' to aid the regional hub in generating income	Recommendations implemented to improve the service and ensure the Customer is 'First'
Service Centre	Ensure all HEO and above staff within Commercial are either MCIPS qualified or working towards the qualification. Continue with the apprenticeship scheme and relevant workplan .	Design, tender and build phase 2 of the Data Science Campus
Corporate Planning and Resilience	Revise corporate plan and MTBPs – annual planning round through a common toolkit – adding year beyond the SR. Implement review of the chart of accounts in partnership with finance.	Finalise corporate plan and MTBPs. Complete implementation of output planning.
Corporate Planning and Resilience	Align strategic risks with risk appetite and horizon scanning at Board level. Implement new risk database. Evidence of completion of CI projects – efficiency savings.	Confirmed delivery of £1m benefits from CI activities. Complete 2017 CGAS and Value Engineering.

BSD
Resource Profile

Budget Allocations for All : BSD

SR Period

£29,971K £28,542K £25,267K £25,940K

Value £m

30M
20M
10M
0M

16/17 17/18 18/19 19/20

■ CDEL ■ RDEL
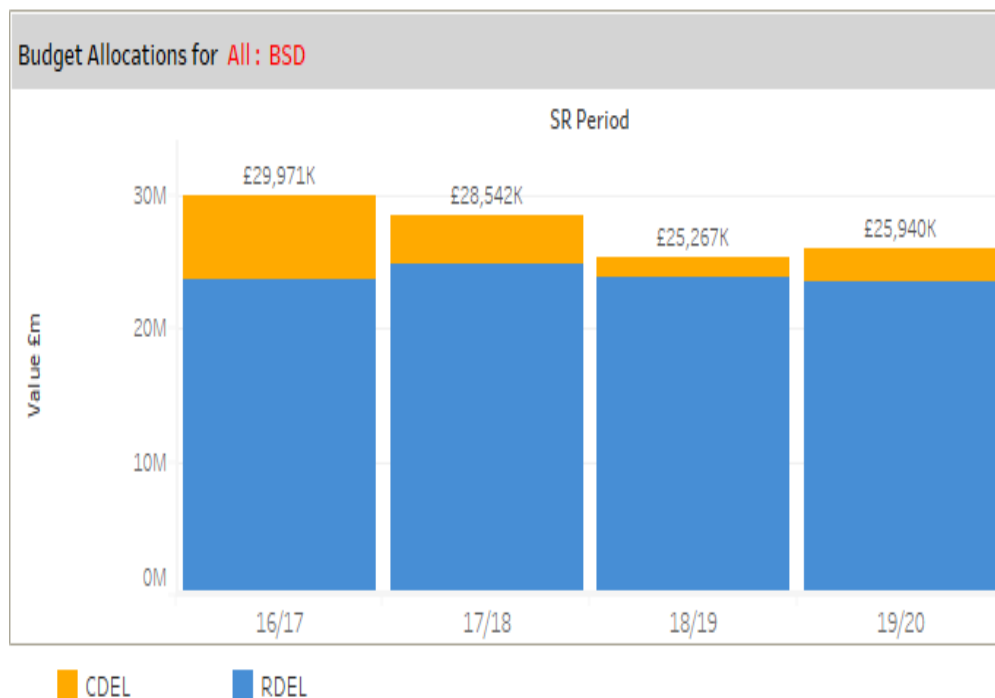
Transfer of functions in – including centralisation of the whole office programme and project management community

SR15 FTE Forecast

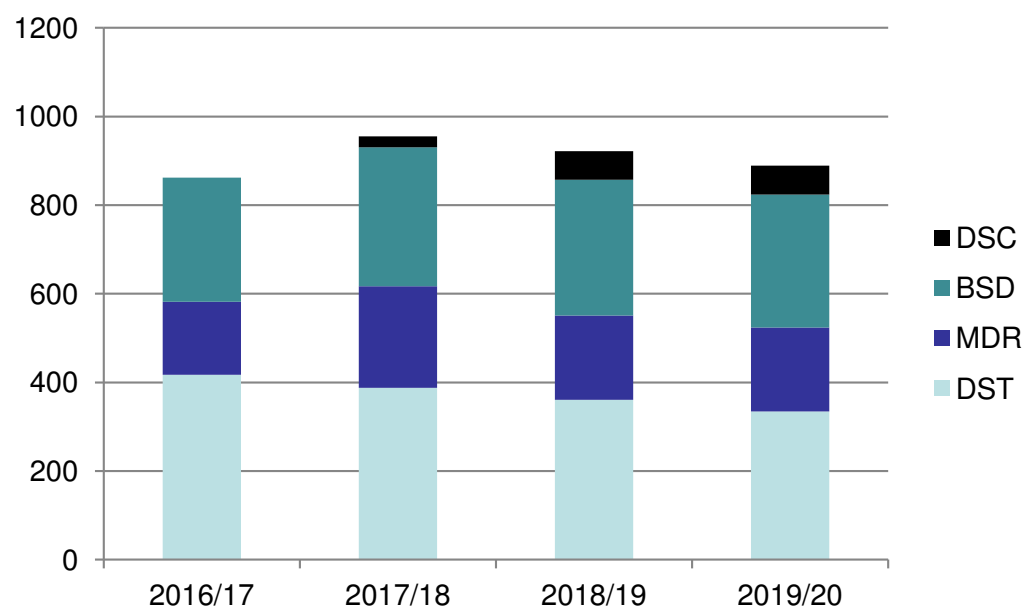
280 313 306 300

350
300
250
200
150
100
50
0

2016/17 2017/18 2018/19 2019/20
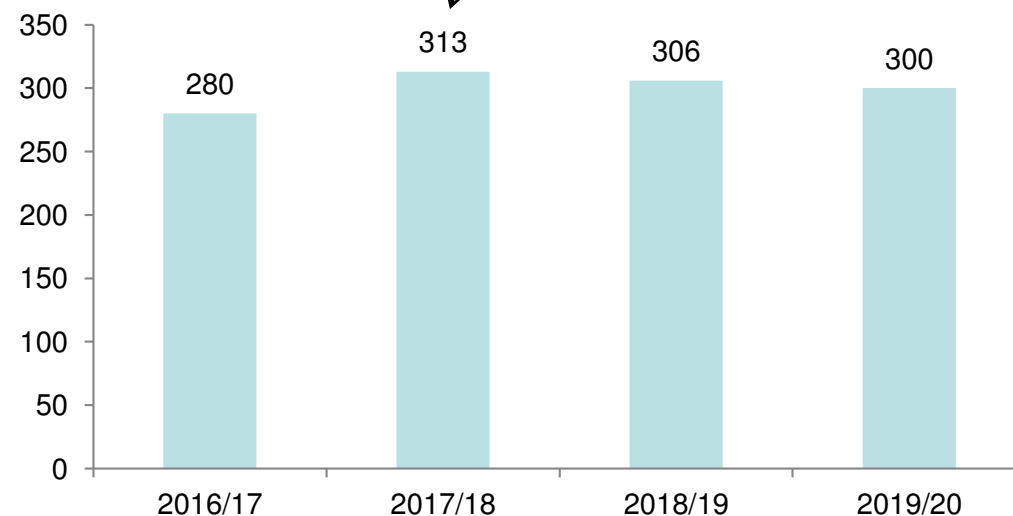
Data Capability – Resource Summary
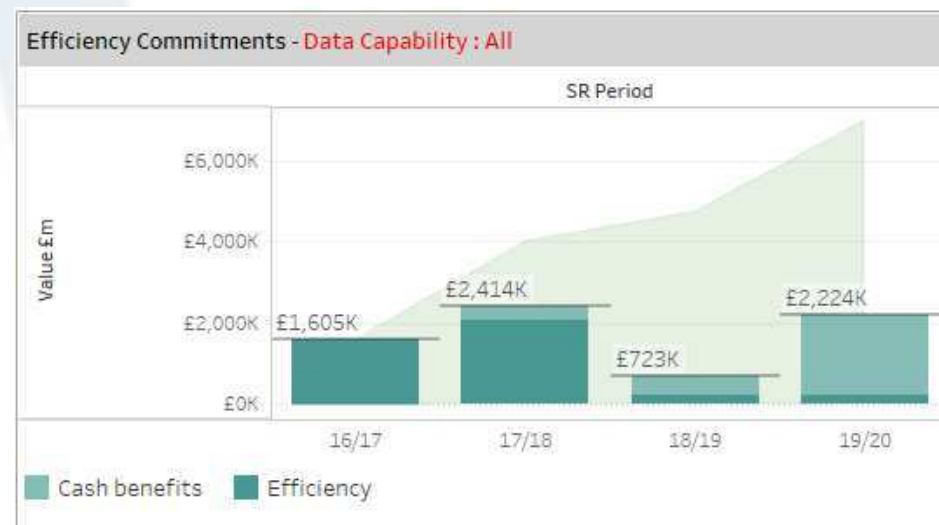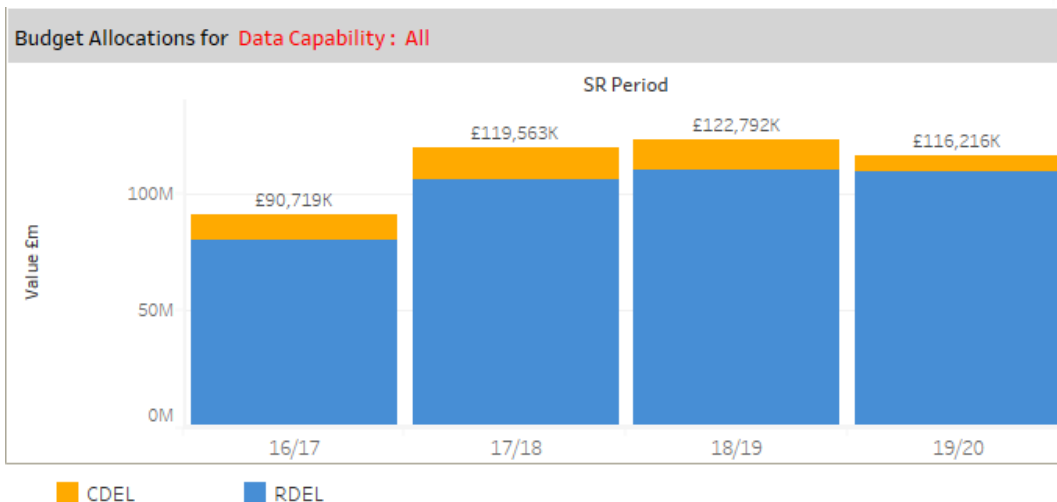
The Five Year Horizon

Sir David Norgrove
Chair of the UK Statistics Authority, 14 July 2017

The Five Year Horizon

Some external issues impacting on us over the next five years…

By PESTLE (Political, Economic, Social, Technological, Legal, Environmental) classification

The Five Year Horizon

P	Brexit	Devolution	Shifting Global Alliances	Volatile Politics	Weak Govnmnts		
E	Regulation	Economic shocks	New labour market	Public sector pay	Digital services	Inter-generational equity	
S	Ageing	Inequalities /Destitution	Diverse society	Changing migration	Health	Trust in public bodies	Disease
T	Data revolution	Internet content wars	Dynamic pricing	Algorithms	Social media diversifying		
L	DEA implementation	Repeal Bill	New trade regime	GDPR	New Border regime		
E	Climate change	Air quality	Housing	Agriculture	Energy sources		

The Five Year Horizon

And some other actors who will be responding to the same challenges…

The Five Year Horizon

The Long View

Beyond *Better Statistics, Better Decisions*

John Pullinger
National Statistician, 14 July 2017

1. Unique selling points
2. Current context
3. Direction of travel beyond BSBD

Unique Selling Points

- Impartial

Fair
Balanced
'no skin in the game'
Neutral
Above politics

- Authoritative

'Keeping data safe for 200 years'
UK-wide
Confidential
Statutory
Trusted
Professional
National Statistical Instiute

- Benign

Separate
Good
Pure
Research
Public Statistics
Distinct
Evidence
Clear role

Current Context

- BSBD make us less…

flat-footed
unresponsive irrelevant
naive slow
inflexible
predicatble
isolated
boring
high-handed
old-fashioned

- While working within a set of limitation/restraints…

HMT funding
Staff recruitment/retention/reward

Functions beyond statistics/research are ultra vires
Commercial activity restricted

Four axes to locate our direction of travel beyond BSBD

1. Functional

2. Financial

3. Organisational

4. Legal